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the marketer of the year suspects  
**who stole your share?**

**+ the '08 state of ad kind survey**

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08

**Geoff Craig**  
V.P. and G.M.  
Brand Building,  
Unilever

**LEARN WHAT IT TAKES TO BE ONE OF THE GREATS**  
Executive Master of Design in Advertising\* [OCAD.CA/MASTERMINDS](http://OCAD.CA/MASTERMINDS)





25

## MEDIA PLANS

Dove's book and other winners



36

## MARKETERS OF THE YEAR

The best Canada has to offer



### On the cover

Shoehorning Canada's top five marketers all into one cover concept is not an easy task. What do Unilever's Dove, Axe or Hellman's brands have in common with Cirque du Soleil, LCBO and Nintendo? (Not to mention Shoppers Drug Mart, who couldn't participate in the cover shoot).

The answer is: Nothing. The only link we could think of is that they're all exceptionally deft at stealing share. Thus *The Usual Suspects* homage shot by photographer (and author) Nigel Dickson at Deluxe Photography, Toronto. The lineup, as identified and judged by a jury of their peers, includes (L to R): Cirque's Mario D'Amico, LCBO's Nancy Cardinal, Nintendo of Canada GM Ron Bertram, and last but certainly not least, Unilever's Geoff Craig. Read about their exploits, starting on page 36.

### 4 editorial

Useful. Interesting. Relevant. All of the above. The new marketing is as likely to be a book or a videogame as an ad. But what makes a real brand?

### 8 upfront

**Arm & Hammer** is playing house in Toronto, while **Energizer Canada** sets up house online. Turn off your house lights for **WWF's Earth Hour** effort, and turn them up on **Future Shop's** videogame orchestra. Meanwhile, **Anne of Green Gables** – Canada's most famous house – celebrates her 100th birthday.

### 14 creative

Marg Delahunty ambushes media moguls to support **Oxfam**, **Mackenzie Investments** documents a family of Denialers, and **The Montreal Museum of Fine Art** embraces Communism.

### 17 who to watch

**Big Rock's** Jim Button has big plans brewing to take the Calgary-based craft beer outside Alberta.

### 20 deconstructed

The low-down on **Lowe's Canada**: will Canadians be swayed by its lofty customer-service promise?

### 23 what next

Watch out Canadian e-tailers – the Americans are eating your cyber lunch. Plus, local ads find a clever way into tourists' laptops.

### 25 media deconstructed, part one

From cheap as chips to over the top, here are the media plans that caught our attention.

## 36 marketers of the year

What a lineup: the five who are showing everybody how it's done.

### 58 forum

Renegade CMOs **Tony Chapman** and **Ken Wong** give big American auto a tune-up, while **John Bradley** reminds grocery retailers that one of the manufacturers' biggest triumphs was won by one of their own.

### 66 back page

As post-strike writers get back to work, we carve a niche out of the upfront backlog for some brand-scribed series.





## Do you have a real brand?

In his inimitable style, Forum columnist John Bradley suggests a reality check for manufacturers (page 59), essentially: "Do you have a real brand, or just a product with a name?"

Given that his criteria includes "worth switching stores for" there's likely more in the product-with-name camp than most would care to admit. His shortlist of real brands includes Häagen Dazs and Tropicana – I'd add Tide, Kraft peanut butter, Campbell's soup and Tostitos to that list – and it got me pondering, what makes a brand worth holding out for these days?

Brand preferences spring from some unfathomable combination of perceived betterness and entrenched beliefs, but certainly visibility, support and innovation get them and keep them on the list. "Taste above all," while an inspired tagline, doesn't cut it anymore – it's not enough to rest one's brand laurels on superior product alone. In the quest for the holy grail of loyalty, brand managers are definitely trying harder, and on more fronts than their predecessors.

A lot of these efforts focus around being more entertaining. There seem to be a lot of brands that want to be a videogame or a TV show – and for some that works (Burger King, Axe). But it's tricky; does "content creation" make you want to buy a car, or a coffeemaker? There are also a slew of brands asking consumers to provide the entertainment themselves – submit your photos, stories, jokes, songs, ads even – and I suspect that the effect, if any, is short-term for many. Aren't consumers supposed to be time-starved? The primary shopper – the working mom – certainly is. So to help explore the secrets of real brands, here's a few that working moms of my acquaintance are loyal to and why.

**Shoppers Drug Mart.** Most recently it's all about the Optimum rewards program. There already was an enviable amount of loyalty just with house brands and the magazine, but now it's daft to frequent any other retailer when gas coupons and movie passes are to be had. I even bought a video iPod there. And I'm not alone in this behaviour: Canada is miles ahead of the U.S. (51%) in terms of retail loyalty program participation.

**Dove.** It's become cliché, but in any category where there's a Dove product on offer – from soap to deodorant – it's now my default. Since most of the line is relatively new, it's meant a switch in many cases. I also hear this from other women, and the sales figures prove it. We reward Real Beauty and the self-esteem messaging.

To summarize: beyond quality, add useful, relevant and interesting to the checklist. Real benefits, real relationships. That's what real brands are made of. If that includes UGC, so be it.

This issue we've put the spotlight on marketers who lead efforts that build true brands. Canada's top marketers, as nominated by the industry and voted on by our brand management-side readers, include:

Unilever's **Geoff Craig** – the high scorer – who ebulliently leads the teams that continue to bring you smart, breakthrough work such as Dove, Axe and Hellman's.

**Ron Bertram** of Nintendo, for giving the ever-hot Wii even more heat via programs that reach the whole family, and forged a unique (and more senior) brain health position for DS.

**Mario D'Amico**, who spearheads global branding for Cirque du Soleil. He juggles foreign market penetration with U.S. growth and new business ventures, and makes it all look easy.

**Nancy Cardinal**, who is improving on the already impressive LCBO marketing program, adding and reinforcing consumer touchpoints and delving into an educational strategy.

And SDM's **Michele Slepekis**, who's been busily adding incentive partners to Optimum, expanding and upscaling the beauty side, and introducing more to love – like the Boots line.

No individual effort makes it all happen, but this issue identifies the people who have led the savviest, most successful marketing programs and/or the teams behind them. Just because we're Canadian, there's no reason not to recognize great leadership. cheers,mm

Mary Maddever, exec editor, *strategy* and *Media in Canada*

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## An hour for the Earth

On Mar. 29, Toronto, Montreal, Ottawa and Vancouver will turn off the lights along with at least 24 other cities on six continents in a World Wildlife Fund initiative to mark Earth Hour.

The event was started in Sydney, Australia in 2007 by a WWF chapter with the goal of raising awareness about the impact climate change is having on our planet. Last year, 2.2 million citizens and 2,200 businesses turned off their lights for one hour resulting in power savings of over 10% – the equivalent of taking 48,000 cars off the road for one hour. In commemoration of the event, McDonald's switched off its golden arches; Coke screened Al Gore's *An Inconvenient Truth*; and Guinness gave out free beers at bars.

Leo Burnett's Sydney office collaborated with WWF on the inaugural event and netted a Titanium Lion at last year's Cannes International Advertising Festival. The tremendous swell of global success seen by Earth Hour reinforces what's clearly top-of-mind with the citizens of the world – the well-being of Planet Earth.

The keynote at strategy's Social Responsibility Forum on Apr. 15 knows those concerns all too well. Tom Katzenmeyer, SVP of investor, media and community relations, Limited Brands (which owns Victoria's Secret and La Senza, amongst other fashion brands) will be speaking openly about how his company, which had long been the target of environmentalists for its less-than-stellar paper usage practices, reversed policies and embedded strategies that would repair its damaged reputation. Along with Tzaporah Berman, program director for ForestEthics, Katzenmeyer will talk about confronting negative publicity head-on and the marketing strategies that resulted from this brand repositioning.

Co-hosting the day are Marc Stoiber, president of Change, and Peter ter Weeme, principal of Junxion Strategy. Leo Burnett Canada president/CEO David Moore will be presenting some of the best creative examples of campaigns reflecting socially responsible values from around the world, and The Summerhill Group's Ian Morton will be leading a panel discussion on the sins of greenwashing. We're just applying the final touches to the agenda – please go to [strategymag.com/socialresponsibility](http://strategymag.com/socialresponsibility) to view the final lineup.

The 11th annual Understanding Youth conference takes place at the Westin Harbour Castle on June 10, and I'm very pleased to announce that Caroline Vogt, head of international research, Microsoft Digital Advertising Solutions, EMEA & Americas will share findings of the largest-ever global study, undertaken by MTV and Nickelodeon that examines how young people interact with digital technology. The presentation is designed to cite specific trends for Canadian youth and their interaction with media and technology in a quest to discover "why they like what they like." Visit [understandingyouth.com](http://understandingyouth.com) for speakers and session updates.

'Til next month, go well. **cm**

Claire Macdonald, publisher, *strategy* and *Media in Canada* (416) 408-0858

## SPONSORED ALSO IN THIS ISSUE... SUPPLEMENTS

PAGE S61

PREMIUMS &  
INCENTIVES:

PERSONALIZED

EXPERIENCES

## UPCOMING SUPPLEMENTS

May 2008

## Retail Marketing and Commercial Production

Also...

## The New Advertising

Distributed at the Cannes International Advertising Festival and in *The Globe and Mail*, this standalone will explore some of the most brilliant advertising to come out of Canada this year.

**For advertising info e-mail Carrie Gillis:**  
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A white biodegradable polybag with a green leaf graphic and text. The bag has a white handle at the top. The leaf graphic is a large, vibrant green leaf with visible veins, positioned in the center of the bag. The text is printed in white on the leaf.

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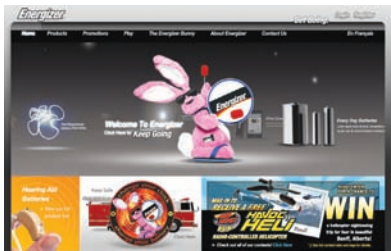
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# “They explore fun ways to

## ENERGIZER'S NEW DIGS



Energizer Canada wants to get consumers thinking about batteries more. So it's overhauling its website and creating a

community of user-generated household tips.

"It's a low-involvement category," explains Ian Barnett, VP, business development at Toronto-based agency Spider Marketing, which is building the site. He says the insight behind it is, "Energizer keeps your house going."

Phase one of the new site launched late last month, while phase two will debut in May, with a 3D "house" that visitors can explore, as well as give and receive tips, like how to completely use up batteries before tossing them. Non-battery-related advice is welcome, too. For example, "In November, remember to turn your outside water off so your pipes don't burst." If users select reminders that apply to them, they'll receive email notifications.

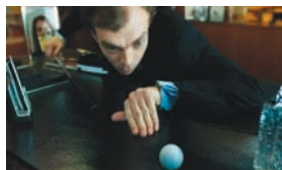
User-generated advice will be moderated because, as Barnett says, "We want to make sure the tips we're giving to the community make sense." The new site will also include a forum where visitors can chat about household-related intel.

The URL is currently [EnergizerCanada.ca](http://EnergizerCanada.ca), but may change to [Energizer.ca](http://Energizer.ca) if the company can secure the rights. Energizer will launch a campaign in the spring to drive traffic. And it will continue to run frequent contests to keep visitors coming back. **AB**

## PICK FROM ABROAD: FINLAND

### LOOK OUT, JACK'S BACK

Goofing off while the boss is out of town? Be careful: Finnair might get them back earlier than expected to catch you.



Earlyjack.com, a new microsite from Vantaa, Finland-based airline Finnair, invites users to "have some fun" with impish employee Joe while his boss is away.

Users can command Joe to

engage in various antics, and if they can make him perform all his stunts before the boss returns, they might win flights to Europe or Asia. Chances are slim, though: his boss, Jack, has flown on Finnair, which is known for its early arrivals. "The campaign has been quite successful," says Jarkko Kontinen, of Finnair's global marketing communications, adding that the site gets as many as 20,000 visitors a day. "This is huge, considering the media reach was targeting the B2B segment and the online advertising doesn't promise prizes; it just leans on Early Jack's charm."

Finnair supported the site with ads in business publications, working with Helsinki agencies Flash Fabrik and Sek. **AB**

## HAMMERING HOME BAKING SODA'S ECO-FRIENDLY SIDE

◀ By Annette Bourdeau ▶



Seems everything has its own awareness week these days, so why not baking soda?

Arm & Hammer, a brand of Mississauga-based Church & Dwight Canada, declared "Baking Soda Awareness Week" last month, and took over a mansion in downtown Toronto to demonstrate to media the many ways the product has been used over the years. The event, called "Baking Soda:

the Untold Story," featured period-based rooms like a 1840s tea room and an '80s bedroom (complete with Wham! records, stinky sneakers and a Rubik's Cube) to illustrate baking soda in action.

The awareness week, crafted with Toronto-based PR agency Veritas Communications, was a response to a recent Pollara poll commissioned by Arm & Hammer that indicated 76% of Canadians say they want to be more eco-friendly, yet only 14% use natural cleaning products. So the company saw an opportunity to raise awareness about its natural cleaning abilities.

A registered nurse, Julia Liska, demonstrated how baking soda can be used as a safe, non-toxic cleaner, deodorizer and hygiene item. "We want to show that baking soda can be used for personal care and household cleaning," explains Vivian Mah, marketing manager at Arm & Hammer. "With the house, you're actually able to see it. It's easier to remember when you experience it."

Part of the experience was a '90s-themed bathroom showcased Arm & Hammer deodorant, baking soda toothpaste and nostalgia-inducing magazines featuring the likes of Mulder and Scully and the babes of *Melrose Place*. And the event did pique the curiosity of reporters from CFRB, CTV, *Wish* and the *Toronto Star*.

Mah says they'll roll out an integrated campaign to build on baking soda's eco-friendly cleaning qualities over the next year.

## CORRECTION

Alberta agency Trigger Communications was inadvertently left off the Top Agency list in last month's Creative Report Card. They secured the 14th position in our ranking, not Venture Communications.

In the ranking of the Top Advertisers, Cossette was the agency behind the winning Fight Network campaign, which secured the number five position (not Zig). JWT was behind the sixth-place [washyourhands.tv](http://washyourhands.tv) campaign (not Cossette).

*Strategy regrets the errors.*



# spend a power-less hour”

## EARTH HOUR COMES TO CANADA

One can get up to all kinds of mischief during an hour of darkness.

That's the cheeky theme of two Canadian "Earth Hour" PSAs, starring Sir Richard Branson and Nelly Furtado, set to launch this month. Earth Hour is the World Wildlife Fund-led initiative to get people to turn off their power from 8 to 9 p.m. on March 29 to demonstrate solidarity in combating climate change. The idea originated last year in Sydney, Australia, by the WWF chapter there, in conjunction with Leo Burnett's Sydney office and Fairfax Media. It attracted almost 2.3 million participants, and this year 24 cities worldwide have signed up.

At press time, the Branson and Furtado PSAs hadn't been shot yet. Tara Wood, PR manager and leader of the Earth Hour project at Toronto-based WWF Canada, is tight-lipped about the spots. "It's a fun and cheeky way to make you start thinking

about what you could be doing for that hour," she says. "This is a great way for people to see that they're not alone, that their efforts aren't in vain and that we can accomplish really great results together."

WWF Canada partnered with the *Toronto Star*, the City of Toronto and Virgin Mobile Canada. "We decided to focus on Toronto," says Wood, adding that other cities got on board anyway. Virgin approached Wood to get involved, since climate change is a big focus for its Virgin Unite charitable arm. Canada is the only country Virgin is involved with.

The *Toronto Star* is running Earth Hour editorial features leading up to the date, as well as tracking the locations that have signed up on a map at [Thestar.com/earthhour](http://Thestar.com/earthhour). The City of Toronto is promoting the event on its website, and Virgin is spreading the hype via text messages, online and

in-store signage. All efforts drive people to sign up at [earthhour.org](http://earthhour.org), to help the WWF track global participation.

Wood is encouraging local businesses to take part, and even create promotions around it. For example, local restaurants could offer candlelit dinners. At press time, the RBC and Scotiabank buildings and the CN Tower had signed on.

"When you think of what Earth Hour's going to look like, it's going to be seeing that skyline dark," says Wood.

WWF Canada worked with its agency Draftfcb Toronto on the Canadian Earth Hour activations, including the PSAs. **AB**

## FCUK SPINS LOCAL CDS

French Connection U.K. is getting into the local Canadian music scene with a pilot project in Toronto stores. The Canadian subsidiary gets 100% of its advertising from its U.K. headquarters, so giving four Toronto bands regular airplay in stores was a way to give the British brand a local spin.



"It's an opportunity for us to be more connected to our consumers' interests and tastes," says French Connection Canada director Elizabeth Hardy. "We're an international brand, so it's an opportunity for customers to

connect with the brand on a national level, and to make the brand more local."

The four bands – Oil Can Boyd, The Coast, Magneta Lane and Everlea – also have their CDs on sale in stores. The pilot is currently running in five stores in the GTA, and Hardy says she's monitoring its success by the sales of the CDs as well as from more informal qualitative feedback from staff and consumers.

So far, sales have been "fair," says Charmain Emerson of Toronto-based Building Blocks Communications, who developed the project. "Because the music is in tune with what we normally play in stores, customers aren't caught off-guard...but people are curious and are making the effort to ask. What's refreshing is that it's Canadian [music]."

Emerson added that she expects the CDs – about 100 per store – to sell out by the time the program ends in April. **CT**

## FUTURE SHOP GETS IN ON BEAUTIFUL GAMER MUSIC



Who goes to see orchestras performing videogame music? Hardcore gamers – just the demo that Burnaby, B.C.-based Future Shop wants to reach.

The retailer has signed on as presenting sponsor for the Canadian dates of Video Games Live, a San Juan Capistrano, CA-based concert series showcasing live performances of music from games like *Mario*, *Tron* and *Final Fantasy*.

"We're always looking for unique ways to reach hardcore gamers," explains Mary Ann McKenzie, Future Shop's entertainment marketing manager. In exchange for promoting the concert dates in its flyers, emails and in-store collateral, Future Shop gets a category-exclusive presence at the events. Aside from handing out coupons, the chain is also doing on-site home theatre demos to show gamers how much better their gaming experiences can be with HD TVs and surround-sound systems.

Future Shop sponsored the two Edmonton concert dates last year, and McKenzie was so impressed by the quality of the show and the enthusiasm of the 4,000 attendees that she opted to sign on as presenting sponsor of all the Canadian dates this year, which include Montreal, Toronto and Edmonton last month, as well as a Winnipeg date in June.

McKenzie says activation efforts at the Calgary stop last November have proven to be a big success: "hot" coupons, valid just the week after the concert, had redemption rates of 12%, and overall sales at the Calgary stores were up. "[Gamers] obviously came in and bought other stuff, too," says McKenzie. **AB**









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# WATER COOLER

## ASKING CANADIANS

Calgary-based Big Rock Brewery (see story page 17) is using a carefully concocted mix of marketing – from hay bale wraps to sponsoring the Junos – to reach out to beer drinkers in the rest of Canada while maintaining a loyal following at home. We wondered what might compel Canadians to crack open a cold one they'd never tried before.

**Which of the following would best convince you to try a new beer brand?**

<b>Sampling/tasting events</b>	<b>42.6%</b>
<b>Giveaways (clothing, CDs)</b>	<b>20.6%</b>
<b>Contests (trips, concerts)</b>	<b>14.3%</b>
<b>TV advertising</b>	<b>7.8%</b>
<b>Sponsorship of sporting/arts events</b>	<b>2.1%</b>
<b>Nothing – I'm loyal to a brand</b>	<b>12.7%</b>

This poll of 1,001 Canadians was conducted by the AskingCanadians™ online panel from January 30th to February 4th, 2008. AskingCanadians™ is owned and operated by Delvinia Data Collection. [www.delvinia.com](http://www.delvinia.com)



## ANNE'S GOT MAIL

Penguin Group Canada is celebrating the 100th anniversary of the publication of Lucy Maud Montgomery's *Anne of Green Gables* with a national letter-writing contest. In the first week, before the advertising had even launched, around 100 Anne fans posted 500-word letters to the series' heroine, Anne Shirley, on [100yearsofanne.com](http://100yearsofanne.com).

Open until April 30, the viral contest is sponsored by Canwest's Raise-A-Reader program, Canada Post, Tourism P.E.I. and the Royal Ontario Museum. Jury chair and former Governor-General Adrienne Clarkson attended the launch event at the ROM last month with several of Montgomery's descendants.

Winners in four age categories will win \$2,500 travel vouchers from The Travel Store for a trip to P.E.I. and tickets to *Anne of Green Gables: The Musical*, courtesy of Tourism P.E.I. Runners-up will receive three anniversary books from Penguin, including a special edition of the original novel with a new introduction from Montgomery's grandchildren, as well as stamps and coins from Canada Post and the Royal Canadian Mint.

Penguin is supplying a retail event kit that includes Edwardian-era recital invitations and programs, posters, recipes for raspberry cordial and pound cake and how-to sheets for crafts, waltzing and scrapbooking. Support includes more than 300 book displays and a \$500 cash

prize to the bookseller with the best-dressed window display. Two of the new titles have already sold out.

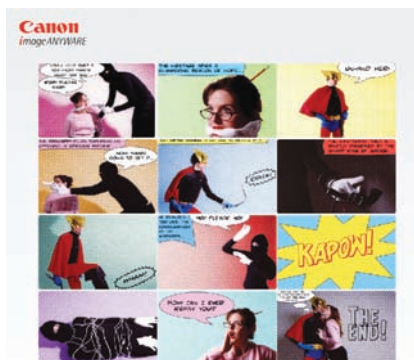
As well, Girl Guides of Canada is issuing a national challenge to members to earn Anne crests.

Creative was done in-house at Penguin, and Canwest has placed ads in several of its publications. **TP/CT**



## Brilliant!

◀ By Annette Bourdeau ▶



## Canon's UGC writing on the wall

Canon Canada decided to take a cue from cavemen, who told stories through images carved into cave walls, and invite consumers to tell their personal histories using 12 photos at [Canontellyourstory.ca](http://Canontellyourstory.ca). The microsite builds on its "Tell Your Story" mass campaign that launched last fall.

"We're finding it's really resonating with people," says Stan Skorayko, VP corporate communications, general and environmental affairs at Mississauga-based Canon Canada, whose photo essay about his grandson is one of the stories Canon seeded on the site.

Canon is also inviting clients to upload their stories. Edmonton's The Running Room has already added its business history through images. Prizes include digital cameras and colour printers, and, when the contest wraps in December, Canon may use the most popular entry in a mass ad campaign.

Skorayko says the core target demo is 25- to 40-year-old "MOPEs" – managers, owners, professionals and executives. He says another big group is moms: "Women with children tend to take a lot of pictures."

Aside from a press release, the site is being promoted solely through word of mouth. So far, it seems to be working. In two days, Skorayko's "story" had been viewed over 500 times. "A winning concept will drive itself."

Canon worked with Toronto-based Dentsu Canada on both the mass campaign and the microsite.





## Treat your PIN pad like cash. Fraud can impact your brand.

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# OUTSTANDING NEW CAMPAIGNS

◀ By Annette Bourdeau ▶

## OXFAM'S INTIMIDATION TACTICS SCORE GREAT WORK

What do you do when you're ambushed by Marg Delahunty, decked out in full warrior regalia? Whatever she tells you to.

Mary Walsh's infamous alter-ego paid "surprise" visits to the likes of Geoffrey Roche, Nancy Vonk and Glen Hunt to get them to pitch ideas for a new Oxfam campaign.

Delahunty also finagled support from CTVglobemedia, Rogers and Pattison by ambushing TV host Seamus O'Reagan, VP sales and marketing Gary Murphy and president Randy Otto, respectively.

The raids were the brainchild of Donna McCarthy, strategic and creative director at St. John's-based Dory Advertising, who wanted to get as many agencies as possible involved in the campaign to maximize exposure for the charity.

Walsh, a longtime Oxfam supporter, initially approached her friend McCarthy to do a straightforward PSA, but McCarthy wanted to do something bigger. "My first thing was, 'How do we get the media companies on board?'" explains McCarthy. The tactic was successful: each of the companies pledged media space for the Oxfam work over the next 12 months.

McCarthy posted the ambushes on YouTube to generate extra buzz for the campaign. She wound up getting pitches from 18 different agencies across Canada – ideas to help raise Oxfam's profile in Canada, and to get people to sign an online petition. At press time, Oxfam had approved work by four agencies: Toronto-based Doug Agency (print, OOH and online), DDB Vancouver (integrated),

Halifax-based Cossette Atlantic (radio) and Toronto-based Dentsu (TV).

"Most of the best stuff has been from Doug – they came through in a big way," says McCarthy, adding that some of the agency's concepts have already been picked up internationally. "After I saw the work, I phoned them and said, 'If I could buy shares in Doug, I would.'"

The Doug work includes print ads featuring signatures with faux handwriting interpretations. One execution reads: "You are a smart person but sometimes struggle with comprehension. You are baffled why 1,400 women die needlessly in pregnancy or childbirth each day."

The tagline is "What does your signature say about you?"

"We thought, 'How do we personalize this?'" recalls Doug Robinson, Doug's chairman/CCO. "A signature is a very personal thing."

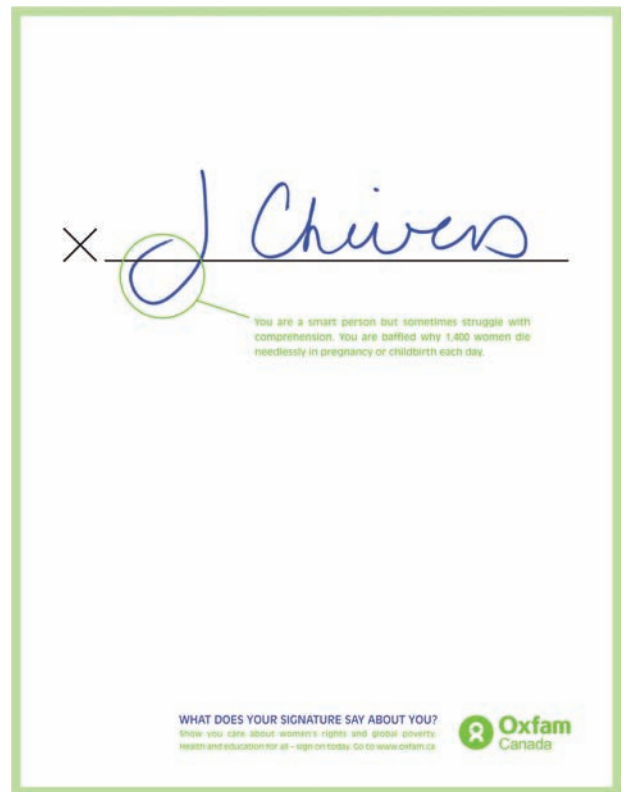
Doug also pitched floor decals made to look like dirt trenches.

The tag reads: "For over 1 billion people, a public washroom looks like this." Oxfam's Berlin office has already ordered the decals to be placed on the steps leading up to its entrance.

Meanwhile, Vonk has volunteered to play an advisory role. "I bounce everything off Nancy," says McCarthy. At press time, several ideas from other agencies were also being considered by Oxfam.

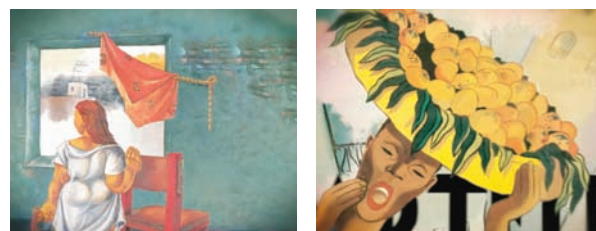
advertiser: **Bill Hynd, campaign coordinator, Oxfam Canada; Donna McCarthy, strategic and creative director, Dory Advertising**  
agency: **Doug**

CD: **Doug Robinson**  
ADs: **Michele Tenki, Aaron Doyle**  
copywriters: **Andre Bell, Matt Beasant**  
business manager: **Danielle Lombardo**





agency producer: **Jennifer Mete**  
photographers: **Chris Buck, Christopher Stevenson**  
digital producer: **Trish Quenneville**  
prodco: **Sons and Daughters, Toronto**  
director: **Matthew Eastman**  
DOP: **Johnny Cliff**  
editing house: **School Editing**  
off-line editors: **Brian Wells, Aaron Dark**  
online editors: **Rodney Dowd, Paul Binney**  
audio post-prodco: **Company X Audio**







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Jim Button taps grassroots initiatives to expand the Calgary brewery eastward

# BIG PLANS FOR BIG ROCK

◀ By Carey Toane ▶

When Jim Button heard that the Juno Awards were coming to Calgary this year, he knew he had a call to make. As the new VP marketing for Calgary-based Big Rock Brewery, Button takes pride in owning the local arts and entertainment sponsorship market in a category that tends to partner up with sporting and other big-ticket events.

"We can't have music come into our backyard and not be involved," says Button. "Our roots are around a group of people that are passionate about making a premium craft beer. What we're doing with a lot of our music initiatives, of which the Junos are proof, is lend a helping hand to musicians as passionate about their craft as we are about ours."

Founded in 1985 by former barley farmer Ed McNally, Big Rock's products are now available everywhere in Canada except P.E.I. and Quebec. At home, Grasshopper and Traditional ("Trad") are pub favourites, but outside Alberta the 13-beer family is less well-known. Button won't release market figures, saying only that "Molson and Labatt spill more than we sell."

That said, Big Rock has ambitious plans to double its current output by 2012, and has shifted sales budgets to marketing to carry this out. "This company is at the point where it needs to figure out what it wants to be when it grows up," says Button, who switched from the agency side to brand management when he joined the brewer last June. "It's grown so fast, and it's gotten into the habit of following the big domestic breweries. So I'm saying let's refocus back onto what we stood for."

This refocusing means Button is taking a longer-term view of how Big Rock goes to market. He is reconsidering the emphasis that the craft brewer has placed on traditional

advertising and in-package incentives for the past five years in favour of smaller, more targeted marketing efforts.

"In Alberta, we're [using] more of a defensive strategy," he says. "In our new markets we're very much in a discovery phase, so we're using more word-of-mouth, one-to-one engagement, media relations, samplings.... We will use



**We can't have music come into our backyard and not be involved**

mainstream advertising, but the majority of it will be in Alberta. I don't find mainstream media to be effective unless we have credibility. Unless I've interacted with the beer, I'm not going to believe it."

Instead, Button is piloting a WOM program with Toronto-based Agent Wildfire in six neighbourhoods in that city. If it works, he'll take it across the country. "Beer's a local thing," he says. "I believe you have to be talking to people as if you were standing in front of their fridge at home; you have to be honest and genuine with them."

Even the Junos deal focuses on local activities and emerging artists. As community sponsor, the brand will be most visible in the Junofest music venues around town leading up to the awards show on Apr. 6. Over the four years of the sponsorship, the brand will follow the awards to host cities Vancouver, Winnipeg and Toronto, meeting new beer drinkers on their home turf.

This city-level presence is reinforced by Big Rock's *Untapped* CD, which features undiscovered Canadian musical talent and is currently available as an in-case premium. This year the artists were selected by hit producer Dave Pierce, but next year hopefuls will be able to upload songs to [Bicrockuntapped.com](http://Bicrockuntapped.com) (created by Calgary-based Critical Mass and launched last month), and fans will determine the finalists while an expert panel will select the winners. Ultimately, Button hopes to have the artists featured at the Junos – and, as luck would have it, *Untapped* artist Suzie McNeil was nominated in the New Artist category this year. "We just decided to really take advantage of [the sponsorship and] build a platform around it."

You'd be forgiven for assuming that a Calgary fan like Button was born and bred there. Raised in a military family, he moved around Europe and Canada. After spending seven years in Toronto, buying media at McLaren



Lintas (for Molson, among others) and as an account exec at Cossette, he realized two things: that he wanted to start his own company, and that Toronto wasn't the place to do it.

"I travelled around for six months in my car," he says. "I went to agencies, hooked up with old friends and slept on couches in Vancouver, Halifax, Ottawa and Calgary. I would have chosen Halifax, because of the people, but the economy was in the dumper at that time and Calgary was just starting to go, so it looked like a good opportunity there."

Button identified the need for a local event marketing agency, and started up The Event Group in 1997, with Big Rock as one of his first clients. In 2004 he sold the company and joined Venture Communications to expand their event marketing promotions and PR activities across the country. Last summer he got a call from McNally, who was looking for an agency. Instead, he got a marketer. "I was telling them they needed somebody to manage strategy before they could even start trying to hire an agency," says Button. "So they asked me to join."



Button (second from right) and his marketing team line up Big Rock's year-round brews from lightest to darkest

At that time Big Rock was a sales-driven company. Button subsequently reorganized the existing marketing staff and hired five more people to bring the count to 10. The team is responsible for everything from branding to POS to events to brewery tours and merchandise. They work with Big Rock's original salesman, Alastair Smart, who now handles media relations and training exercises like the Big Rock University, and Ed's daughter Shelagh McNally, who takes a creative

Dan Evans, president, experience design at Critical Mass, which is building the homepage Bigrockbeer.com – set to launch later this year – as well as Bigrockuntapped.com. "The two big projects align with Jim's desire to shift the way people think about Big Rock. One is really addressing how the brand is presented, a centring point for a new brand expression; and then the Juno awards [and *Untapped*] just presented a great opportunity to get back to that place they had been in the past and look at how they can support grassroots development in the music industry."

Button is also leveraging existing partnerships and properties to shift strategic emphasis to a consumer pull strategy. Big Rock sponsors nine folk music festivals across Canada, and he's working on a program where attendees in, say, Edmonton can win a pass to attend five or six other fests the following year as a Big Rock reporter, adding photos and reviews to a branded blog. This city-to-city template is also changing the model for the Big Rock Eddies, the amateur beer commercial festival that has been a local phenomenon in Calgary for over 15 years, and in Edmonton since 2000. Toronto will host its first Eddies next month, with the top ads going to the finals in Calgary.

This approach means Button is unlearning a lot of old habits around planning. "I'm trying to think like a craft brewery," he says. "That's hard, because you want to come up with very coordinated, long-term, synchronized touchpoints. You spend a lot of time researching and developing and then going, oh, I missed my door! So I'm trying to be more nimble. It doesn't have to be 100% synchronized, because when you think of a craft brewery, a lot of the time they're not slick like a large domestic brand. They're just really proud of their beer." ■



branding role. Most recently she's been wrapping hay bales outside Calgary to look like cans of Big Rock – which is exactly the kind of thing Button wants to do more of.

"We have done a lot of radio, billboards, restobars and print, and I'm not 100% sold that it's where we should be paying attention," he says, adding that a packaging redesign is also brewing. "I really want to get us back to being more grassroots, more unique, fun. Instead of putting up a billboard, we'll do cans of beer in fields leading into town. Instead of doing 10 billboards, I want to do one billboard that gets some conversation [started]."

Online will also play a larger role, with a complete overhaul of bigrockbeer.com now underway, including the addition of an e-commerce element to sell branded merchandise. "Big Rock doesn't have a significant marketing budget, so you have to be more clever and creative to get attention," says

## How many places have you lived in?

Nine. Zweibrucken, Germany; Sardinia, Italy; Chicoutimi, Que.; Ottawa, Guelph, Toronto and Oakville, Ontario; Cold Lake and Calgary, Alta., and a six-month stint in my car from Halifax to Vancouver that was a real eye-opener for me.

## What's the most unusual job (or jobs) you've had?

Whitewater rafting guide, welder and wine steward, to name a few.

## Most fun you've ever had at a Big Rock event?

The first half-hour of the Big Rock Eddies. Watching 2,500 people empty out of the 40+ limos and buses with everyone dressed up in their own pimped-out version of Hollywood glam, all being greeted by red carpet hosts and paparazzi. Very surreal.

## What's your favorite Big Rock beer?

Traditional Ale, but I really enjoyed this year's seasonal brew, Espresso Stout. Sadly, it's gone for another year.

## Best album of all time?

The The – *Hanky Panky*





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# WILL CANADIANS LOVE LOWE'S?

◀ By Annette Bourdeau ▶

## Home improvement giant

**Lowe's** entered the Canadian market last December amid much fanfare. It struck many as a bold move, with Home Depot, Rona, Home Hardware and Canadian Tire already engaged in cutthroat competition. The Mooresville, N.C.-based company opened stores in Hamilton, Brantford and Brampton, and then in Newmarket, Maple, Toronto and another Brampton location. (Toronto-HQ'ed Lowe's Canada declined to comment for this article, citing competitive reasons.) Lowe's is supporting its Canadian launch with four 30-second TV spots by BBDO New York and BBDO Windsor that focus on superior customer service and "Every Day Low Prices." One pre-launch commercial features a cashier rehearsing her check-out routine, while another highlights the in-store help buttons customers can use to flag associates. The company is also distributing flyers around store locations, and has launched a Canadian-specific website, [Lowe's.ca](http://Lowe's.ca), which relies heavily on content from its American counterpart, [Lowe's.com](http://Lowe's.com). We asked **James Fraser**, partner and retail managing director at Toronto-based Capital C, and **Dalan Bronson**, Montreal-based principal and senior consultant at the J.C. Williams Group, whether Lowe's has hit the nail on the head so far with its northern expansion.



## IS THERE ROOM FOR ANOTHER HOME IMPROVEMENT BRAND IN CANADA?

**Fraser:** The retail home improvement sector has been on a massive upward curve in Canada, and all indicators point toward that trend continuing. The opportunity is to take their position in the market beyond geography, and deliver on their stated point of difference, which is customer service.

**Bronson:** My sense is that the market is already dangerously close to being overcrowded. Lowe's will provide formidable competition, but it will be a fight for market share.



## TV

**Fraser:** I don't think anyone could argue the spots are off-strategy, but they have pushed the boundaries of believability to drive home their consumer promise message. I think consumers will take away the main message and be driven to try. The real test will occur when the consumer becomes the shopper and walks through the doors.



## The creds

### BBDO New York and BBDO Windsor:

David Lubars, Bill Bruce, CCOs; Wil Boudreau, Steve Rutter, Kirk Fischer, CDs; Angelo Noal, senior copywriter; Jeff Robillard, senior AD

## BRAND PROMISE

**Fraser:** There is always a place for superior customer service. Whole Foods built their brand on an insight that said the market was ready for a chain that put the shopper first. In the case of Lowe's, executing the brand promise is the only thing that separates them from being a "me-too" player.

**Bronson:** If Lowe's can deliver on the commitment to superior customer service, I think it makes sense. The competitors don't do a great job in this area. However, it will remain to be seen what Lowe's defines as superior customer service, and if they can execute it.

## WEBSITE

**Fraser:** The brand promise dies in the website, which looks like amateur hour. It is uninviting, uninspiring and copy-heavy. Unfortunately, if this is the first experience someone has with the brand, it has the potential to be the last. The good news is that it's not too late to bring the web division into alignment with their marketing group.

**Bronson:** The website is acceptable, but nothing spectacular. Easy enough to navigate. I don't find it particularly engaging...there's a lot of text.

## IN-STORE EXPERIENCE

### Fraser (as reported by a team member):

The store was well laid out, with bold signage and directories telling shoppers where they were. There was at least one help station per department. When I pushed the help button, there was an announcement on the intercom, and a very pleasant rep came over right away. The store was pretty empty and there were many reps on hand. I can't speak about the experience on a high-traffic day, but on this day, in this store, Lowe's delivered.



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### KEYNOTE ANNOUNCED!

# The Rise and Fall (and Rise) of Victoria's Secret

Two years ago, Victoria's Secret was a poster child for environmental mismanagement, not to mention the target of media- and consumer-driven attacks. Its response? Regroup, retrench and implement a massive CSR program that cut to the core of its brand DNA and that of its parent, The Limited (La Senza, White Barn Candle, etc.).

Tom Katzenmeyer, SVP at the retailing giant, talks in detail for the first time about one of the great CSR turnarounds in corporate history. Not to be missed.

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# E-COM WARS: U.S. FRENEMIES?

Canadian online sales have seen double-digit growth over the past five years. But a recent study by J.C. Williams revealed that Canuck retailers are two to four years behind their American counterparts when it comes to growing their e-biz, leading many Canadians to order from south of the border. What's the plan? ◀ By Annette Bourdeau ▶



We asked two prominent (and, yes, American) online marketing analysts – Jeffrey Grau, senior analyst at New York-based eMarketer, and Jim Sterne, founder of Wakefield, MA.-based Web Analytics Association – how Canadians can catch up.



**With the high dollar, should Canadian online retailers be worried about U.S. companies coming up and taking market share?**

**Sterne:** Yes. Because there's no such thing as coming up there. It's all online, so we're competing against all geographies.

**Grau:** To be the devil's advocate, I will say largely no. Having more U.S. online retailers selling to Canadians invigorates the market.

**Sterne:** So you're saying that U.S. retailers taking Canadian dollars is increasing the likelihood that Canadians will buy from other Canadian websites?

**Grau:** Well, yes. With more retailers coming online, it gives consumers a larger selection. There's more competition, but the pie is larger.

**Sterne:** But Canadian retailers are continuing to not get a fair share because their websites aren't as sophisticated, they're not doing as much analysis, they're not taking advantage of online as well. The tide is lifting all boats, but the Canadian boats aren't getting any better.

**Is there a danger that Canadians could just get used to buying from U.S. retailers?**

**Sterne:** Yeah. Every time you train a Canadian to buy from an American website, you're making it more difficult for a Canadian website to break through the brand barrier.

**Grau:** Canadians have pride in buying from local retailers. Even if U.S. retailers are offering more products, a local retailer understands the local market better than a

foreign retailer who does not have his or her eyes solely on the Canadian market.

**What can Canadians do to catch up?**

**Grau:** Canadians prefer to go to malls to purchase high-touch items like apparel. But there are things retailers can do. For instance, offering visualization tools like the ability to see a virtual model of what you might look like in a dress, or opportunities to chat with a sales assistant online. Also, this may be the year of online payment systems like PayPal and Google Check-out. The more payment options a retailer offers, the higher their conversion rate.

**Are any Canadian retailers doing it well?**

**Grau:** Sears Canada. They provide the types of visualization tools I mentioned, like a virtual

model, zoom, 360-degree product views and colour swatches.

**How important is multi-channel integration?**

**Sterne:** There's no such thing as a person who only buys over the phone, online or in-store. People cross those channels constantly. It's tough for a company to wrap its mind around that, because we've siloed our operations.

**Grau:** It's an analytical challenge, too. If you're a multi-channel retailer looking at your e-commerce channel and saying, "We only made \$300 million," you may be selling yourself short if you're unable to measure store sales influenced by your website. It's important to understand how customers use your channels. ■



## Ads pop in on hotel guests



Tourist dollars can be pretty lucrative for many businesses. And what better place to reach them than in their hotel rooms when they're deciding what to do?

A new product called Notify, from Annapolis, MD.-based tech company eTelemetry, lets advertisers micro-target hotel guests via banner and pop-up ads. So a business traveller checking emails on a laptop could potentially receive a special offer for a local theatre production, or a message from the hotel itself about its restaurant's daily specials.

"Notify sits at the gateway where the hotel connects to the Internet, so it can control the bandwidth going to each room," explains Ermis Sfakianudis, CEO at eTelemetry. The hotel could provide complimentary small-bandwidth surfing sessions, but charge extra if the guest wanted to hog more bandwidth to view videos or stream online radio. Since Notify intercepts the hotel's Internet connection, it can penetrate Wi-Fi hook-ups as well as stations in the business centre.

Notify launched last month and is currently beta-testing with North American hotel chains that couldn't be named at press time. The company is still working out pricing; Sfakianudis says they will likely employ a subscription fee/ad revenue-sharing model with the hotels, and that ad rates for third parties will vary depending on each hotel's location and clientele. [www.etelemetry.com/product\\_notify.htm](http://www.etelemetry.com/product_notify.htm). **AB**





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# MEDIA DECONSTRUCTED

Each year, *strategy*'s search for the best media plans begins by inviting agencies to submit their favourites, which are then adjudicated based on a number of criteria. We look not just for imaginative placements, strategic targeting, brilliant creative or impressive results, but a clever combination of all four. We also reward originality, cheekiness and nimble action plans. There's so much good work this year, it's a two-part series.

## The categories:

**Superniche** rewards plans that found imaginative and fruitful ways to reach a very specific target market, whether that meant urban basketball players, Dads in their post-minivan years or women who hate to find stubble in the sink.

**Over the Top** includes initiatives that achieved results by being deliberately provocative or outlandish. We were looking for the ultimate clutter-breakthrough stunts, and we found them – jumping off transit shelters, whispering

from windows and marching across magazine covers.

**On the Fly** celebrates quick thinking, quick execution and quick return. It's a category in which resourcefulness and audacity lead to major results.

**Cheap as Chips** is somewhat self-explanatory: plans that had a tiny spend and a big ROI.

**Media as Creative Department** includes plans where the media actually is the creative, or media choices direct the creative.

Read on to discover the winners of the first four categories. Next month, we'll reveal the Media as Creative winners.

## The book of Dove

In Quebec, Dove asked mature women to become the vehicle for its Pro-Age product line through a partnership with TVA publications. Each element of the program by Toronto-based PHD was designed to inspire women to abandon anti-aging and embrace Pro-Age.

### Goal

To develop a program to launch the Pro-Age platform that would provoke debate among the target, establish Dove's Pro-Age message and communicate the product benefits through various touchpoints.

### Target

Women 45+. The target is embracing a whole new stage in her life. She knows who she is and what she wants.

### Insights and strategy

PHD developed a tailored multimedia program for the Quebec market, where women became spokespeople, sharing their stories and inspirations with women across the province.

### The plan

Dove placed a seven-page ad in TVA publications across Quebec, asking women to submit their life stories, and the best were compiled into a book called *De femme a femme*

(*From Woman to Woman*). It was supported with online advertising and storefront window posters and Pro-Age reading areas in Quebec's Archambault book stores. Quebec singer/TV personality Judi Richards joined the team as spokesperson, hosting speaking events and generating PR hits.

### Results

Hundreds of letters were submitted. *De femme a femme* was on the Archambault bestseller list for four weeks, and all copies sold out. (Proceeds went to support ANEB, which assists people with eating disorders.) The Pro-Age product lineup benefited from a spike in sales of 34% nationally, of which 17% came from the Quebec region.

### Credits

**PHD:** Nadia Codispoti, account supervisor; Zoryana Loboyko, account director; Brenda Bookbinder, non-broadcast portfolio director

**Dove:** Barbara Owen, brand manager; Jessica Grigoriou, assistant brand manager

**TVA:** David Richardson, business development director; Jessica Tremblay, PM; Carey Anne Corrigan, AD; Bryan Hamberg, sales director





## Back to the streets

The Nike Air Force brand grew out of local, urban basketball-playing communities across North America. They took the Air Force 1 basketball shoe and made it into a sports culture phenomenon. To celebrate the 25th anniversary of the AF1, Toronto-based Cossette Media found a way to zone right in on its highly defined target.

### Goal

To take the 25th-anniversary celebration back to the streets where it all began, and create a message that resonated with the urban basketball-playing community.

### Target consumer

Urban youth, predominantly male.

### Insights and strategy

Knowing where the target's gathering spots were, the team created a network of six barbershops and six community centres in the appropriate neighbourhoods across Toronto and Montreal. It took finely tuned negotiating skills to broker deals not only with the barbershop owners, but also with the city-run community centres.

### The plan

The barbershops and community centres were decked out in branded material, including wall murals, mirror decals, shoe mirrors and floor graphics, to ensure the message was carried back out to the community. The team even came up with locally relevant copy lines – such as that for Toronto's Regent Park neighbourhood, shown here – that further entrenched Air Force into the communities.



### Results

Whether the target was going for a trim at the local barbershop or shooting some hoops at the community centre, the message was implanted into the neighbourhood.

### Credits

**Cossette Media:** Brock Leeson, media supervisor

**Taxi:** Russell Stedman, group account director; Bruce Ellis, production manager

**Speed Promotions:** Craig McLaughlin, manager; Jason Durkee, manager

**Nike Canada:** Andrew Stewart, brand communications manager

### DULY NOTED

## Mining the stubble insight

Panasonic is a leader in consumer electronics, but a challenger brand in personal grooming. Previous initiatives for Panasonic shavers in Canada have focused on retail POS support and PR initiatives, such as events and contests. While successful, reach has been limited.

Research found that women were purchasing the products as gifts for men. This suggested targeting a female 35+ demographic, counter-intuitive to the male category target. Further exploration revealed that women can't tolerate the stubble left around the sink after men shave. Mississauga, ON.-based Panasonic Canada chose to focus holiday advertising around the stubble-eliminating HydraClean system featured on several models, and support it with a national awareness initiative. The W/Corus team came up with the tagline "The gift from you to him, for you."

The plan by Toronto's Genesis Vizeum included 30-second brand-sell spots and 15-second contest spots, a microsite with a shaving quiz as an entry mechanism and online assets that ran across the W site. Contest entries far exceeded expectations, with

over 66% of visitors to the microsite submitting their information, and provided a database for Panasonic to target this demographic in future.

### Credits

**Panasonic Canada:** Wanda Day, assistant communications manager; Denise Charlesworth, advertising and PR manager

**Genesis Vizeum:** Azim Alibhai, group director; Elizabeth Brennan, media manager; Jennifer Prsa, planner/buyer

**W/Corus:** Meera Solanki, account manager; Marissa Hollis, account executive; Louise Hotrum, Jacqueline Vong, PMs; Odonia Jong, interactive PM; Jim Marshall, writer; Robert Deleski, producer; Chris Marshall, CD; Sadia Butt, production manager; Julia Madill, animator







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## Soup's on for football fans

For more than a decade, Campbell's Chunky soup has been linked with football. It's a logical association, given that athletes are hungry people who need a hearty, filling soup. Historical alignment had been through the use of celebrity football players or a football mom in TV creative. Last fall, Toronto-based Campbell Company of Canada teamed up with OMD Canada, Accumark Communications, Boom! Marketing, and TrojanOne, all of Toronto, to create a brand experience that leveraged Chunky's football heritage and to launch two new flavours.

### Goal

To develop an association with football in Canada, and convert awareness into purchase.

### Target consumer

A 32-year-old guy who enjoys family and football. The secondary target is his wife, the principal grocery shopper.

### Insights and strategy

The target needs something hearty, and believes that most simple food options don't fill him up properly. The idea was to own the point where football meets food – pre-game tailgating – by offering the consumer a meaningful experience around the brand.

### The plan

The OMD team partnered with the CBC and RDS to take ownership of all pre-game broadcasts, and develop a national English and French CGC contest to "Tailgate with the Pros" and a national sampling program.

Placements included pre-game broadcasts, host mentions and an on-desk Chunky logo – the first brand-specific logo in CBC history. There was also a feature, hosted by retired CFL



star Daved Benefield, sporting a food-relevant name, *Sound Bite*.

As well, a contest invited CFL fans to share their tailgate rituals on a microsite. English- and French-language winners received VIP access to "Tailgate with the Pros" at the Grey Cup. A video of the winners' experience was posted on the Campbell website and sent to video-hosting sites. There were also grocery retailer-specific promotional tie-ins and a nationwide PR blitz. Finally, a sampling team set up a Tailgate BBQ experience at selected CFL games, including the Grey Cup.

### Results

Chunky grew volume during the time of the promotion, driven by Western Canada, where

it gained 8 p.p in consumption growth vs. last year. Over five million PR impressions and 24,000 web views were generated during the promotion. There was also increased share of mind and purchase intent in key markets vs. last year.

### Credits

**OMD Canada:** Donna Smith, group director; Doug Scott, VP broadcast buying manager

**Accumark Communications:** David Sharpe, partner

**Boom! Marketing:** Linsey Ferguson, senior client services manager

**TrojanOne:** Mark Harrison, president

**CBC:** Paul Abrams, manager, integrated sales

**RDS:** Anouk Bourassa, media creativity and commercial production manager

**Campbell Canada:** Mark Childs, VP marketing; David Allard, brand manager; Elaine Dawson, assistant brand manager



=

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# Hunting on the golf course

The July 2007 relaunch of the Toyota Highlander introduced a product more targeted to the new crossover segment: affluent boomers interested in a less truck-like experience and/or moving on from a minivan. Dentsu Canada's marketing program had to recognize the lifestyle of the niche target and reach them where they live.

## Goal

To launch the 2008 Highlander and Highlander Hybrid as a crossover SUV, and reinforce Toyota's dominance in hybrid technology.

## Target consumer

Adults 38 to 46, primarily men, successful and confident. Their children are becoming more independent, so they have more free time, and are enjoying their new lifestyle.

## Insights and strategy

The Toronto Dentsu team knew it needed to infiltrate the target's daily lives, exploit their interests and interact with them. So they targeted them through their leisure, travel and commuter activities.

## The plan

The team came up with the tagline "It's good to be here," and ran a series of 15-second spots on digital golf and resort television, airport, in-flight,



gas station and office-tower elevator screens. The spots also targeted weekday commuters in Go Train and TTC screens in the GTA and weekend cinema customers. This was supported with specialty TV channel programming of interest to the suburban family man. The online campaign included placements in key content areas like golf, weather, news and business. Magazine titles such as *Canadian Geographic*, *EnRoute*, *Golf Canada*,

*Cottage Life/Mon Chalet* and *Canadian House & Home* were also used.

## Results

The Highlander and Highlander Hybrid increased sales by over 65% from 2006, while the rest of the segment increased by just 13%.

## Credits

**Dentsu Canada:** David Cairns, director communications planning; Christine Wilson, communications manager; Min Ryuck, interactive communications manager; Thomas Flood, account coordinator; Mark Russell, Ken Jackson, Shane Walters, account management; Glen Hunt, creative catalyst; Les Soos, CD; Michael Gramlow, CD interactive; Amanda Loughran, producer

**Toyota Canada:** Warren Orton, marketing director; Linas Balaissis, national marketing manager; Tom Kuch, marketing manager

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## Theft in advertising

In an effort to get that elusive young-adult demo talking about its Sprite brand, Toronto-based Coca-Cola Canada hooked up with Quiksilver clothing co for a back-to-school tie-in that put a whole new twist on outdoor advertising. Cossette Media worked with CBS Outdoor and Pattison Outdoor in Toronto and Montreal to put real clothes on downtown transit shelters and wild postings, attracting plenty of attention and some welcome thievery.

### Goal

To draw attention to an under-the-cap instant-win promotion and create street-cred excitement around the Sprite brand.

### Target consumer

Cynical, commercial-resistant young adults.

### Insight and strategy

The Toronto-Montreal Cossette Media team anticipated that the resourceful target group would not hesitate to remove the clothing from the displays, giving new meaning to the phrase "instant win." When the clothing was removed, a silhouette of its shape remained, along with the message: "Drink Sprite. You could instantly win \$1,000 in Quiksilver gear. Like the pants somebody ripped off this poster."



### The plan

More than 300 transit shelters were reinforced to accommodate the clothing. Messages were placed on the pants and shirts explaining the under-the-cap promo – which offered prizes of Quiksilver gear and free Sprite – thus turning them into walking billboards. Some 2,475 postings were adapted into 3D interactive boards. The promotion was supported by an online component and 15-second TV spots airing on MuchMusic and MusiquePlus.

### Results

Every stitch of clothing was removed from the installations, giving Sprite a 100% redemption rate on the largest interactive 3D wild posting ever built.

### Credits

**Cossette Media:** Brooke Leland, group media manager; Kimberley Reid, media planner

**Cossette Communications:** Shala Lalani, account executive

**CBS Outdoor:** Kim Daniels, national account manager, Toronto

**Pattison Outdoor:** Mary Ventresca, account executive, Toronto

**Grassroots Advertising** Toronto

## DULY NOTED

### A giant leap for iconkind



Starcom's Toronto office created an initiative around *CalgaryInc's* Business Person of the Year issue for Etobicoke, Ont.-based Diageo, the makers of Johnnie Walker Scotch whiskey, including a Mentorship Scotch tasting event honoring the winner, telecom magnate Jim Shaw.

The domination of the November 2007 issue broke the medium's traditional boundaries to manifest Johnnie Walker's pioneering spirit. The publishers of *CalgaryInc* incorporated the Johnnie Walker logo into the front cover visuals. A giant image of the iconic Striding Man walks from

the outside back cover onto the front cover, his boot grazing Shaw's hand. In what's believed to be a first in Canada, the magazine's barcode was customized for the brand, depicting the Striding Man breaking through the lines of the barcode. On the inside, he breaks through the staples that bind the magazine together. And within the Business Person of the Year cover story, a customized full-page ad was created to congratulate the winner.

### Credits

**Starcom Toronto:** Brian Chan, strategy supervisor; Jane Healy, strategy assistant

**CalgaryInc:** Vivienne Feick, publisher

**Diageo Canada:** Michele D'Angelo, category/brand director; Michael Spencer, brand manager



# The new window shopping

The Vancouver-based Canadian Tourism Commission wanted to increase the number of U.S. tourists visiting Canada, which has been declining in recent years, and counteract the perception of Canada as being dull. The solution? OMD Vancouver set polar bears on the growl in Manhattan. In the summer.

## Goal

To generate awareness of what Canada has to offer tourists, and inspire the target to visit.

## Target consumer

Well-educated, urban American consumers with higher-than-average incomes.

## Insight and strategy

The desire was to do something unexpected, but the regulatory environment in New York City makes street-level promotions difficult, and special permits, if even approved, can be expensive. The OMD Vancouver team needed to grab attention without invading sidewalk space.

## The plan

Three storefronts in high-traffic locations in Manhattan were wrapped in vinyl posters. The imagery featured uniquely Canadian experiences paired with a technology called Whispering



Windows, which allows windows to act as speakers, emitting ambient soundtracks to match the visuals.

For example, the image of a polar bear was paired with a soundtrack that included a tundra buggy driving over snow and the reaction of tourists as the polar bear approaches. Street teams were also deployed onsite to further engage consumers.

Because the soundtrack originated from the storefront, there was no need for special permits.

## Results

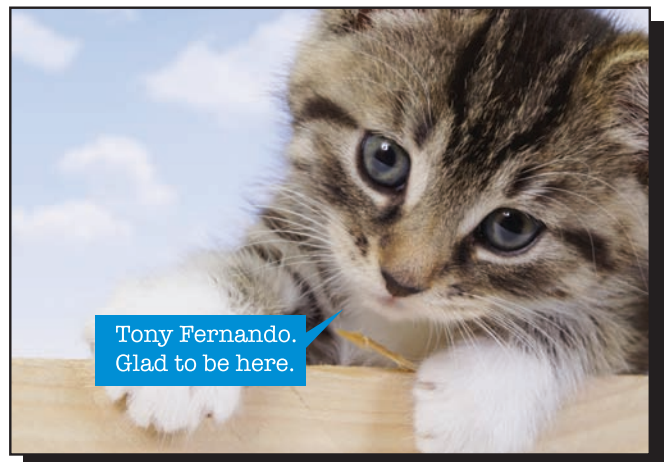
Post-campaign tracking indicated that consumers were reporting a higher recall of Canada, and there has been a 9% cumulative positive influence on visits to Canada overall.

## Credits

**OMD Vancouver:** Erin McWhinnie, strategy supervisor

**DDB Vancouver:** Nora Ahern, group account director; Kathleen Drennan, account director

**CTC:** Ernst Flach, marketing manager, Americas; Siobhan Chretien, executive director, Americas.



Not seen here are Michael Armstrong, VP, Director of Client Services and Tony Fernando, Chief Financial Officer. Both new to our Toronto office.





## What's your oatmeal IQ?

People are conditioned to accept that oatmeal fills their stomachs, but many don't know that it can also protect their hearts. The challenge for Peterborough, ON.-based Pepsi-QTG Canada's Quaker Oats brand was to drive home its cholesterol-reducing properties without violating Advertising Standards Canada (ASC) regulations. OMD Canada solved it with a pop quiz.

### Goal

To employ the reach of TV without flaunting ASC regulations that prohibit linking cholesterol-reduction messaging with a specific brand of oatmeal.

### Target consumer

Adults 25 to 54.

### Insights and strategy

OMD Canada's Toronto office created a partnership with the CBC last March to integrate heart health facts into the *Test the Nation* TV show as IQ questions presented by Quaker Oatmeal. This would allow Quaker to use television, link itself to cholesterol reduction and enhance its heart-health credentials.



### The plan

Three 30-second content segments, asking questions about the heart-healthy properties of oatmeal, were presented as integrated content. Viewers were invited to text in their answers to win a Quaker Heart Health Makeover.

Banners and buttons on the *Test the Nation* website drove visitors to Quakerheart.ca to learn more about cholesterol and heart health.

### Results

A total of 1,500 consumers entered to win the Heart Health Makeover. Quakerheart.ca received 4,185 unique visitors on the day of the broadcast. Traffic was up by 75% over the previous month, and 2,000 people took the online quiz.

### Credits

**OMD Canada:** Paula Carolan, group director, strategy; Laurie-Lynne Ungurain, broadcast manager

**Pepsi-QTG Canada:** Andrew Shulman, marketing manager; Neetu Godara, assistant marketing manager

**Praxis PR:** Diane Black, VP

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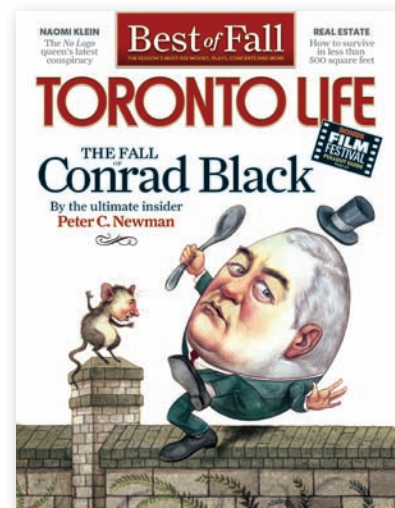
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## Squeezing onto the shortlist

Ajax, Ont.-based Audi Canada presented MBS Toronto with a challenge: get the Q7 luxury SUV – the newest and least-known entrant in the category – onto the buyer's shortlist of two or three cars. In a week.

### Goal

To come up with a plan that would put the Q7 on the shopping list of prospective buyers.

### Target consumer

Older, affluent adults, likely the current owners of luxury sedans and/or SUVs.

### Insights and strategy

Newspapers and online are the media of choice for consumers ready to buy. But the clutter of automotive advertising in these media makes it difficult to stand out. MBS Toronto needed to get the newcomer in the target's face – fast. The strategy called for disrupting the status quo in order to "squeeze" the Q7 into the shortlist.

### The plan

In just one week in July, the team planned



and executed formats to bring the Q7 to the forefront of any SUV discussion, including front-page wraps in Toronto, Montreal and Vancouver papers; home-page placements on MSN & Yahoo; and follow-up with standard formats through the campaign.

The wrap format (a first in the automotive category) drove the creative messaging, which

ran with the teaser "Don't buy an SUV" on the cover, followed by a full page that added, "(Until you've seen the Audi Q7)." Online placements also led with the same teaser followed by the vehicle reveal.

### Results

One week into the campaign, there were spikes in online visits, showroom traffic, test drives and sales.

### Credits

**MBS (MediaCom):** Sunith Lobo, account director

**Audi Canada:** Doug Clark, director of communications, marketing and PR

**Lowe Roche:** Geoffrey Roche, CD; Patrick Shing, AD; Ryan Spelliscy, writer

## CHEAP AS CHIPS

### How to get a car noticed

Audi planned to launch its luxury R8 in September, 2007, so the MBS Toronto team saw an opportunity to create excitement by showcasing it during the Toronto International Film Festival (TIFF).

### Goal

To build brand preference and maximize exposure for the launch of the R8.

### Target consumer

Luxury consumers aged 25 to 54 – sporty, sophisticated and progressive.

### Insights and strategy

Celebrity endorsement is part of Audi's global strategy, and TIFF was seen as the perfect opportunity to associate the brand with high-profile, star-studded events. The problem was that another automotive brand was TIFF's official sponsor. And the budget was \$200,000.

### The plan

The team negotiated directly with movie studios to provide Audis for TIFF stars, established magazine sponsorships and arranged for Wire Image photographers to take photos that were used around the world. And at Hello's TIFF party they caused a sensation by suspending an R8 over a pool.

### Results

For the cost of one-and-a-half R8s, they delivered a 2:1 ROI, plus an immeasurable amount from the celebrity endorsement. And Brad Pitt liked the car so much that he bought one.

### Credits

**MBS (MediaCom):** Misa Kim, VP promotion and sponsorship marketing; Sunith Lobo, account director

**Audi Canada:** Doug Clark, director of communications, marketing and PR

### Everyone's talking about it, but what does "loyalty" mean to you?

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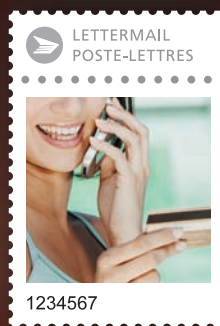
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# Marketing Nation



Representing Canada's top marketers from left to right: Unilever's Vim, Cirque du Soleil's Kooza, LCBO's *Food & Drink* magazine, Nintendo's Wii console, and Shoppers Drug Mart

◀ By Natalia Williams ▶

Welcome to our annual look at the state of the marketing nation, which includes profiles on the outstanding marketers of the past year as well as a snapshot of the issues and realities facing Canada's marketing community.

We love this year's **Marketers of the Year** lineup. The best from across the country in a mix of categories, we're loosely calling them the New School. They are the marketers behind the can't-miss brands that boasted big success in 2007. They also made the cut because they're jumping into new playgrounds with abandon, leading their brands into unexpected – and profitable – territories.

To get our five winners, we invited nominations, debated editorially, compared shortlist notes with experts in the industry and then asked you to vote. Turn the page to read more about your “surprising” Overall Winner and the year's other top marketers.

We also consulted with you to learn what's going on inside your brand for our fourth annual **Canadian Marketing Report**. Starting on page 50, we reveal the results: everything from what you think about your brand's image to how many of you struggle through 60-hour work weeks, where your budgets are going and whether your PDA is a friend or foe. Enjoy.



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# Beyond Dove

Yes, the brand helped put him on the map. Now *strategy's* **Marketer of the Year**, Unilever's **Geoff Craig**, has his sights set on energizing marketing in Canada

Geoff Craig, Unilever Canada's VP/GM brand building, has had a remarkable 2007. He knows it, the awards prove it, and yet again the industry has acknowledged it with *strategy's* Overall Marketer of the Year title.

"I've never seen anything like it in my 25 years in the business," says Tony Chapman, president of Toronto-based Capital C, of Craig's colossal success. "It's a combination of good fortune, great brands and his leadership."

"Equally important is that he delivered the business results," adds Chapman, who has worked with Craig for three years on such Unilever brands as Sunsilk. "It's not just, 'I ran the Dove pony to death.'"

Yes, Dove. Post-"Evolution," the viral campaign that won everything from Cannes to Clios over the past year, Craig says he's quite aware of "Dove fatigue."

"The industry gets tired of a good story. I don't have Dove fatigue and, most importantly, consumers don't have Dove fatigue," he says, citing that in Canada Dove continues to grow. Craig wouldn't share specifics about recent year-end numbers, but offers: "We did grow share overall. Dove's was double digit."

He's also equally proud of the work and awards his other brands racked up in 2007. A recap: on the Axe brand, a website with a downloadable widget named MINDI by Toronto-based Dashboard won the Yahoo Cream of Venice award at the inaugural Venice Festival of Media, up against 34 finalists from 19 countries.



Team size: **64**

Years at Unilever: **16**

First job in marketing: **Assistant brand manager, bacon, Maple Leaf**

Professional highlight of the year: **It's a tie. First: "When I got the phone call from Cannes to say we had won the Film Grand Prix...how can you not love that?" Next, Craig sent over 50 handwritten letters to the parents of his staff, commending them for the work they did in 2007. "There's nothing more important for parents than seeing their children successful. It created a bunch of great moments."**

Marketing style in three words: **"Synergistic. Provocative. Yearning (for a better future)."**

On Sunsilk there was the "Bride Has Massive Hair Wig Out" viral, made for about \$3,000, which was an unprecedented YouTube and PR success that attracted 2.8 million views in a few short months as well as coverage in top North American media. It also won a Canadian Grand Prix New Product Award in the Hair Care category from the Canadian Council of Grocery Distributors.

And as part of the "Eat for Real" campaign for the repositioned Hellmann's brand, about 50 community vegetable gardens were set up in five

Canadian cities to reinforce the brand's "natural" positioning and reach consumers in a unique way.

"I believe we can do it again," he says of his past year's achievements. "Call me an optimist."

That he is. In a conversation peppered with words like "remarkable," "possibilities," "belief," "courage" and "conviction," as well as constant praise of his team and agencies, Craig seems ready to build on past success.

His sense of the possibilities comes in part from crafting a vision with his marketing directors of what marketing at Unilever Canada could be back





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THANKS TO EVERYONE WHO HELPED MAKE THIS AGENCY WHAT IT WAS.







Unilever universe: Vaseline, Becel, Dove and Vim are just a few of the 32 brands in Craig's portfolio

in 2006, and rolling it out in 2007. It's something he was perhaps poised to shepherd through after having eight different jobs in different departments since joining the company in 1992 – including HR, sales, operations, trade marketing and financing – before winding up in marketing as head of home and personal care. That varied experience has allowed him to have “better conversations” and encourage “better outcomes,” he says, as well as inform his goal: “To become Canada's fastest growing CPG,” and do it all with meaningful work.

To achieve that, Craig has embarked on a path of engaging and inspiring the just over 60 brand and assistant brand managers who work daily on his roster of 32 home and personal care and food brands – including Hellmann's, Sunlight, Q-Tips, Axe, Degree – as well as the partner agencies, including Capital C, Ogilvy & Mather and Segal Communications.

One example, says Chapman, was a video Craig created about being meaningful, which he broadcast to his agency partners at the end of 2006. “The 25 people in the room all walked out saying, ‘I'd walk on water for this guy. This guy is the real deal. I'm going to do great work for this guy.’ He just created this amazing buzz.”

Internally, he's had the same effect. “He's created an environment where we make sure we believe in the ideas at the beginning of marketing programs,” says Carolyn Spriet, director of home care, who has worked with Craig for 13 years. And

more brands in Craig's portfolio will soon launch campaigns that tap into that philosophy.

On the Vaseline brand, following the success of the “amazingness of skin” global positioning, a skin analysis website (Vaseline.ca) designed

## This guy is the real deal. He just creates the most amazing buzz

by Dashboard with Toronto-based Zig allows consumers to enter details like where they live and their skin type to determine which product is best for their skin. Currently up and running, it will be rolled out globally this year.

At Axe, a new body wash called Skin Contact will include a partnership with dating website Lavalife.ca; cinema and Facebook will be part of the launch.

Dove will soon debut its Pro-Age play, penned by Canadian playwright Judith Thompson and the subject of a documentary by former prima ballerina Veronica Tennant.

Over at Becel, there's the Red Dress campaign, which builds on the brand's longstanding relationship with the Heart and Stroke Foundation. And if that weren't enough, Craig has recently

added a new brand to his portfolio: Ben & Jerry's. Campaign plans are in the works.

Craig says a smaller market has equalled bigger possibilities. It's allowed his brands to execute more creative executions, as well as be more agile and nimble and take more chances than his counterparts around the globe do. “It's easier in Canada,” he says. “We're not under the constant microscope of the stock market.”

Craig also hopes to cast his growing net of influence much farther. This year he created a group of 10 of his agency partners that he unofficially calls the Canadian Marketing Conclave. The plan is to meet twice a year to discuss ideas, trends and the industry's future, to ensure not only that Unilever stays “remarkable, [but that] the Canadian industry gets more innovative and leads the world in this sea of change,” he says.

“He's quite bold, and he's very brave,” says Spriet. “I think our U.S. counterparts would prefer we take a more conservative approach on things. He's not afraid to be different, because he's willing to take calculated risks. That's important and refreshing when you're the small guy up against the U.S.”

That bodes well for Craig's future – and perhaps for marketing in Canada overall. “Head, heart and hands leadership: to me, the best leaders of the future have the ability to think, feel and do,” says Chapman. “The best marketers normally nail two. Geoff has all three.” **NW**





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# Marketing, Cirque style

For the unconventional brand with expansion in its plans, it takes an equally unique and unflagging marketer. Meet **Mario D'Amico**

Mario D'Amico is not your average marketer. Then again, Cirque du Soleil is not your average brand. "Mario is one of the few guys in Canada who is on the giving end of global brand management," says Bertrand Cesvet, chairman of Montreal-based Sid Lee, Cirque's AOR.

In 2007, D'Amico's global branding and marketing role (he was responsible for crafting the brand's pillars and essence, starting in 2001 and debuting last year) became more pronounced as Cirque embarked on a strategy to reach new markets. Shows like *Saltimbanco* were scaled back (i.e., no big top) to accommodate smaller markets like Kelowna, B.C., and Halifax, N.S.; and new shows will debut over the next two years in exotic locales with promise, like Macau, Dubai and Tokyo.

In his new position as SVP marketing (he was promoted in February), D'Amico is leading

impossible – growing what is arguably Canada's most recognized global brand.

"Mario is the guy who is trailblazing and developing the new markets. His biggest accomplishment in '07 was singlehandedly taking Cirque to the United Arab Emirates," says Cesvet. "He's found a way to inspire and lead, regardless of whether he's in Macau, Vegas or Dubai." (D'Amico has seven direct reports, and his global team numbers 125.)

"Cirque du Soleil is such an out-of-the-box company," says Rodney Landi, Cirque's VP merchandising and hospitality, "and Mario needs to do an enormous amount of out-of-the-box thinking. He has to be sure-footed and quick-footed as we work on a large number of international projects simultaneously, in incredibly different landscapes, to still have Cirque ring true to all of those ears and languages."

Impressive marketing coups were part of his standout year. Staying true to a philosophy of creating PR executions that generate word of mouth – with minimal use of mass marketing – D'Amico and his team helped two new North American productions, *Wintuk* and *Kooza*, launch to record sales. And to mark the first anniversary of *Love*, which was inspired by Beatles songs and runs in Las Vegas, Cirque founder Guy Laliberté appeared on CNN's *Larry King Live*. It resulted in a spike in sales for the show, which already boasted 96% turnout. Last month, the *Love* troupe also performed at the Grammys.

Cirque also had its most successful year ever with its five shows in Las Vegas. Notably, D'Amico spearheaded a deal that had the five MGM casinos –

which prefer to market independently – promote all Cirque shows through one portfolio marketing strategy. Called the Summer of Cirque du Soleil, the promotion increased sales 30% during the normally slow summer season.

"It was a fantastic year, our best since I've been



Team size: **125**

Years at Cirque: **9**

First job in marketing: **Assistant brand manager on pastry brands Jos. Louis and May West (then owned by Culinar) in Montreal**

Marketing style in three words:

**"Laissez-faire. Trusting. Relaxed."**



PR high: *Kooza* contortionists on the CN Tower's glass floor. They scored media buzz and the Guinness record for highest circus act

the charge. Marketing remains central, but his responsibilities now include critical consumer touchpoints such as merchandising, web, corporate alliance and business development. In that latter role, he spent 211 days travelling the world last year, doing what may seem like the

there," says D'Amico. (Cirque's revenues were \$630 million US in 2007 and are expected to top \$700 million US in 2008.) But he's quick to point out that it's the shows that inspire the marketing. "This is a creative-run company," he says.

"Marketing is the navigation; the driver is creative."

Expect more unique executions and hookups this year. For the World's Fair in Zaragoza, Spain, for example – which opens in June and is expected to attract more than six million people over three months – a daily one-hour Cirque-style parade was created to "take the crass commercialism out of marketing," says D'Amico. There's also a Las Vegas show with American magician Criss Angel on tap. And as part of Cirque's plans to expand the brand into areas that fit, there's talk of more bars like the Beatles Revolution Lounge in Vegas, which was built near the *Love* venue to create an after-show Cirque experience. D'Amico describes the challenge as one of beating past successes: "We're trying to figure out how to top one year after the next."

It's a challenge he will take on in typical Cirque style. "Mario's funny, irreverent, intuitive. He's gutsy and something of a risk taker, very much like Cirque," says Landi. "These [characteristics] marry perfectly with the brand." **NW**



---

In a competition like Marketer of the Year, there are winners and losers. Luckily, we've got all winners.

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*To our Marketers of the Year, you are truly REMARKABLE!*  
*Thanks, A.*





# A winning mix

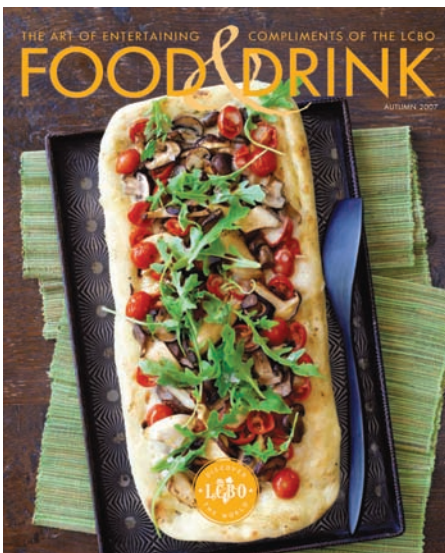
With a focus on creating the ultimate consumer experience, innovative retailer **LCBO** topped up its performance in 2007.

Thank **Nancy Cardinal**

Complacent? Not this government agency.

Last year, the Liquor Control Board of Ontario (LCBO) delivered a record high \$3.9 billion in net sales (up from \$3.66 billion in 2006). Its *Food & Drink* magazine reached 2.2 million readers, the highest readership levels ever. And in-store promotions – which highlight a country or region, category or entertaining theme – hit home run after home run, sparking respective sales increases of anywhere from 44% to 100%.

A decade has passed since the Toronto-based LCBO opted to shed its stodgy, bureaucratic image with the aim of becoming a modern, innovative, world-class retail brand. Since 2000, when she was promoted to the position of VP marketing and customer insights, Nancy Cardinal and her team (now numbering 63) have ensured it stays that way.



"We benchmark ourselves against the best in the world," says Cardinal. "When we sit down to plan, we spend most of our time in the research phase, finding out what our customers are looking for from us. Then we turn our gaze globally, to find out who is best-in-class in their area, who's connecting with customers and how we can learn from them and incorporate that into what we do. It's the mindset of the company and it permeates everywhere, not just marketing."

Responsible for everything from the overall

brand vision to customer insight research, store design and signage, Cardinal is credited with helping to bring the new-style LCBO to life.

"All the things she's doing currently build on successes that she created before, basically from scratch," says Alan Gee of GJP, the LCBO's AOR. "Every single touchpoint Nancy's involved in, she sweats the details. That's her hallmark."

Cardinal and her team operate on a 13-month cycle that has pushed out a new promotion every four weeks since 2003. Last year's promotions built on previously established successes like the annual October whisky promotion, which this year debuted a consumer photo contest that resulted in 20,250 online entries, twice the anticipated number. To support the campaign there were also more than 1,000 tastings in all 602 LCBO locations and an Ultimate Whisky Bar Chef Challenge, which took place at Toronto's Metro Convention Centre.

Last year also saw new initiatives like podcasts, including one for the summer Hot City Cocktails promotion that became the most-visited podcast in the Entertaining section of iTunes for two straight weeks. And the Latin Fever promo in the spring combined in-store displays, radio, print FSIs and special events, increasing sales of featured Central and South American wines by 100%.

Another success story was the overhaul of the Vintages circular to attract a broader consumer base. "In the past it had been designed to appeal to customers who had a very solid understanding of the world of wine," says Cardinal. "We felt there were so many newcomers who wanted to step into the Vintages [area of the stores], but we had to put out the welcome mat for them and get the kind of content and look and feel that wasn't intimidating." The result contributed to double-digit growth for wines sold under the Vintages brand.

Up next? A new five-year strategy focusing on discovery and learning is rolling out. "A lot of what we're trying to do through our promotions and marketing is to demystify beverage alcohol and get customers feeling comfortable with it," says Cardinal. That will mean a multi-channel approach, including a major redesign of *lcb.com* to include more podcasts and new streaming-video tutorials on topics such as wine etiquette.



Team size: **63**

Years at LCBO: **18**

Previous post: **Marketing manager, Marks & Spencer, Toronto**

Professional highlight of the year: **"We've aligned the entire organization to a new customer promise of 'inspire, guide and delight.'"**

Marketing style in three words: **"Nothing is impossible."**

The LCBO will also venture into e-commerce for the first time with *Vintagesshoponline.com*, where oenophiles can order bottles from smaller batches that don't make it to stores.

The store planning department brought Nella Fiorino of Toronto-based Fiorino Design, the award-winning designer of the Summerhill LCBO location, on board to develop the retail experience. Enhanced fixtures and lighting will turn aisles into "fashion runways" to make featured products easier to find. And expanded tasting centres called "discovery bars," where experts will present short lessons and samples to larger groups, will be piloted in two stores in Toronto and Oakville in the fall.

"There's been a consistency in the marketing efforts of the LCBO for the past few years," says Steve Mykolyn, ECD at Taxi in Toronto, one of the 15-odd agencies in the LCBO's design pool. "Nancy has a real vision, and there's a high bar set to meet that vision. You're always working towards something." **CT**







# Gamechanger

From third place to first in two years, **Ron Bertram** has led **Nintendo of Canada's** high-scoring comeback

There were skeptics who considered Nintendo's global directive, unveiled in late 2005, to go after families and adults over 45 unusual, even risky, and too far from the typical, well-tread video game target of 12- to 24-year-old males.

But as the old adage goes, with risk comes reward. And in the case of Nintendo of Canada's GM Ron Bertram, impressive rewards. "Ron has led Nintendo of Canada through a remarkable turnaround," says John Azevedo, Nintendo of Canada's senior marketing manager. "It required a very clear vision of the future, and involved considerable risk. He deserves much of the credit for the success we are enjoying now."

"Ron has a finely tuned sense of cutting through the noise to get to the relevant insights," says Pierre-Paul Trépanier, who worked with Bertram for four years at Nintendo of Canada and is now consumer marketing director at

Nintendo's California office. "He gets internal and external teams aligned in understanding them, transforming them into strategy and executing with excellence."

The numbers prove it. "Two Christmases ago, everyone was writing Nintendo off as a bit player in the video game industry," says Bertram from Nintendo's Vancouver-based HQ. "We were in third place. Over the past two years, especially last year, we've turned that around. Now we're the market leader in a business that has almost doubled in size in two years." That equates to profits that have jumped to \$500 million from under \$250 million over fiscal 2007.

Under Bertram's leadership, Canada now boasts higher market share than the U.S., and one of the highest market shares in the world. The portable console Nintendo DS was the most popular video game system, console or portable, in the country



Team size: **8**

Years at Nintendo: **17**

Professional highlight of the year: **"The most unusual thing we did was get our products, like Brain Age 1 and 2, out of the video game section and into the pharmacy section at Wal-Mart [and other big-box stores]. The whole idea is, 'You train your body, train your brain.'"**

Marketing style in three words:

**"Focused. Aggressive. Risky."**



# The Millennials

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**Geoff Stevens**  
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VP Marketing  
Kids Television,  
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# The Life and Times of the Digital Generation



over 2007. Wii was the best-selling console. And the brand is also driving growth in the market in Canada's estimated \$1.5-billion videogame market, according to November 2007 NPD Group figures.

Naturally, the sales sensation of both Nintendo DS, which launched in 2004, and especially of Wii, which launched in November 2006 and has already sold 20 million around the world, helped buoy a global game market now worth about \$25 billion US. They also allowed Nintendo to regain its footing against rivals Sony and Microsoft.

But in Canada, which has the autonomy to create its own programs, "We've been a little more successful than the U.S. in attracting the expanded market," says Bertram. The secret: highly tailored executions to gain the consideration of a consumer indifferent to Nintendo – and gaming overall – by showing up in unexpected places and putting the product in their hands.



Over 2007, Nintendo was advertised in finger-twiddling environments like doctors' offices and airports. Gaming sampling kiosks were set up in the lobbies of office buildings, where potential consumers could play the DS over their lunch break. The tag to reach the so-called older gamer? "Do something with your nothing time."

The brand also partnered with WestJet over two months to encourage business travellers to sample the Nintendo DS packages on cross-country flights.

And in one of the brand's biggest coups, Wii was the lead sponsor of Global TV's *Are You Smarter than a Canadian Fifth Grader?*, which included the tagline "presented by Nintendo of Canada's Big Brain Academy: Wii Degree."

The game show, with its clear family target, was the perfect fit to promote Nintendo's educational titles to moms and tween girls. It included sponsorship, product integration and

both billboard and promotional advertising. Another successful Wii promotion was a cross-country holiday mall tour of 19 malls in 17 cities targeting two groups: moms/dads/families and tweens/teens. More than 290,000 participated.

But the brand's core – that young male 12 to 24 – was not forgotten, Bertram says. For example, for about 30 new titles that were launched in Canada, such as *Super Mario Galaxy*, there was a continued focus on traditional video game marketing (ads on YTV and MuchMusic, online and PR).

Bertram admits that the two-tier targeting has required some juggling of positioning and marketing dollars. "This is a big marketing challenge for us," he says. "We're trying to expand the market without losing the existing market. We still want to compete for the avid gamer against Sony and Microsoft."

Over 2008, he plans to finesse that balance – but also has loftier goals. "I say to everyone at Nintendo of Canada, 'Why can't we be as ubiquitous as TVs and have the same type of household penetration?'" TVs are in 97% of households. Video games are only in 44%. Our goal is to become that type of 'relevant' over the next three years.

"It's ambitious," he adds, "but I think we can do it." **NW**







Only good TV lives.





# The optimizer

Over 2007, **Shoppers Drug Mart's Michele Slepekis** ensured that no opportunity was overlooked when reaching out to the retailer's consumers and beefing up loyalty

Back in 2004, Shoppers Drug Mart was searching for a director of marketing and branding.

Michele Slepekis, says Uwe Stueckmann, who was Shoppers' VP CRM at the time (he's now SVP/GM at Toronto-based agency Blitz Direct, Data & Promotion), was the type of marketer he needed: creative, but also fussy about the unglamorous bits of retail marketing.

"A lot of good retail people don't get too excited about things like flyers, in-store signage or direct mail, the underbelly of retail marketing," he says. "They're excited about store environment and TV spots, the big brand stuff. What Michele brought was a passion for both, and that is rare."

Once hired, Slepekis quickly proved herself – and her position and responsibilities broadened. Now the final touchpoint for all of the retailer's marketing before it hits the streets, Slepekis – who was promoted to VP marketing, branding, creative and advertising last month – and her team of 23 have been responsible for providing a unified approach to Shoppers' marketing.

She's at the "centre of where the brand intersects," says Cossette-Communication Marketing account supervisor Mary Park, who has worked with Slepekis for about a year and a half now.

Over 2007, Slepekis' goal (she's also responsible

for the Quebec Pharmaprix stores) was to build the drugstore's pharmacy, beauty and private label divisions, as well as offer more integrated marketing executions customized with the consumer in mind.

She more than succeeded.

She was behind the introduction of new products such as the U.K.'s Boots line, Denmark's Gosh and the private label Organics into stores to encourage beauty and front shop sales. She worked closely with the category management team to attract prestige beauty brands such as Estée Lauder and Clinique, which continue to be a growth category for the company. And she increased the focus on in-store *Look Book*, fusing mass and prestige brands such as Crest and Clarins to offer women from age 20 to 60 tips on achievable beauty. The effort successfully drove in-store purchase.

Last month, Shoppers announced a same-store sales increase of 5.2% for the year. Sales for fiscal 2007 increased 8.9% to just under \$8.5 billion.

But perhaps her biggest coup was enhancing the brand's powerhouse Optimum card program by adding more point-earning events, viral campaigns and email blasts to targeted consumers.

Using the Optimum data, she created apt



Team size: **23**

Years at Shoppers: **3.5**

vendor partner programs using DM, viral, in-store, POP and flyers with such brands as Cineplex, Petro-Canada and Indigo to reward customers with points and gift certificates. One example: partnering with Alliance Atlantis to offer movie passes during the summer blockbuster season.

Park says Slepekis' management style is open, confident and creative, and credits her with "understanding the [Shoppers] consumers from a 360-degree perspective." Her highlight of the past year? According to Park, it was everything. "The amount of marketing activity she's been responsible for, it's a huge accomplishment."

"She hasn't done anything to build her profile," says Stueckmann. "That's a testament to the fact that brand comes first and everything second. She's absolutely driven to make that brand succeed." **NW**

*While Slepekis originally agreed to participate in our Marketer of the Year poll and issue, she and Shoppers later declined to be part of the cover shoot and interviewed for the piece in accordance with the company's media policy.*

• **tel · e · vi · sion · ar · y** [tel-uh-vizh-uh-ner-ee]; noun, adjective

- A media strategist or marketer who harnesses the power of TV
- The ability to see the value that TV brings to a successful campaign



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# Survey says

## The gist

The marketing universe was good over 2007, according to our poll of Canada's industry execs. Almost three-quarters of you rejoiced in your brand's improved ad image over the past year. And over half of you said that your marketing department continues to grow in size.

Seems you're all rather content in your work, too, with over 80% describing job satisfaction as either "excellent," "very high" or "high." Morale was similarly strong, which makes sense, given 70.4% said the influence of marketing in the overall company is growing. But if looking to leave your job, 39.1% would do so for personal development.

Meanwhile, almost 60% said ad budgets increased – with just 23.5% remaining the same. And on the partner front, your interactive agency is becoming increasingly important (17.2%), followed by media (16.8%), then PR (14.5%).

## Work life

### The length of my work week is (in hours):

41-50 .....	41.9%
51-60 .....	26.8%
40 .....	15.6%
61+ .....	12.9%
24/7 .....	2.8%

### The greatest stressor in my job is:

Balancing work with family obligations .....	41.9%
Delivering on ROI .....	17.9%
Staying motivated/inspired .....	14.5%
Staying current on industry trends .....	10.6%
Other .....	8.4%
Staying current on technologies .....	6.7%

### The BlackBerry is my:

Friend .....	69.8%
Foe .....	30.2%

## Crack's good

Is the BlackBerry your friend? According to almost 70% of you, it is.

Virgin Mobile Canada CMO Nathan Rosenberg, the proud owner of his fifth BlackBerry in four years – this time a Pearl – agrees, for the most part.

It's helped him to effectively blend his work and personal lives within his day. But Rosenberg admits to a slight dependence on the PDA, which is increasingly a lifeline for many execs to check emails, make calls and organize their schedules. "I won't put it down," he says. "In fact, I seem to sleep with my hand in a cradle shape now so it doesn't even need to leave my side."

But others, like DDB Canada chairman Frank Palmer, are staging interventions. Last month, Palmer started an agency-wide effort to discourage his staff from

using PDAs and other mobile devices during client and internal meetings by introducing a penalty system like the one used in soccer: yellow card for a first offence, red for a second. The consequence? The offender (rather than the company) has to pay his or her own PDA invoice for the month. **NW**



Congratulations to this year's  
nominees for Marketer of the Year.





## Me and my brand

### When it comes to marketing disciplines, in the past 12 months I have spent the most money on:

Traditional media (newspaper, TV, radio, OOH) .....	51.4%
Online and websites .....	21.2%
Point of Sale .....	8.2%
DM/fax mail .....	6.1%
PR .....	5.7%
Sponsorship .....	3.9%
Other .....	3.4%
Mobile (SMS, podvertising) .....	0.0%

### When it comes to new marketing media, in 2008 I will spend the most money on:

Broadband advertising .....	35.2%
Social media (online communities, CGM) .....	24.0%
Viral marketing .....	15.1%
Other .....	8.9%
Mobile (SMS, podvertising) .....	7.3%
WOM .....	7.3%
Advergaming .....	1.1%
Blogs .....	1.1%

### Are you embracing social media? (Facebook, MySpace, YouTube)

Still testing .....	45.3%
Not at all .....	30.7%
It's already part of my core marketing efforts .....	24.0%

### In the area of innovation, where does the majority of your focus lie?

Customer-action related .....	43.6%
Product innovation .....	35.2%
Improving process .....	21.2%

### To reach the consumer in the immediate future, the priority for my brand development will be:

Better execution of existing programs .....	31.8%
Build a better retail environment .....	20.7%
Create a CRM strategy .....	17.9%
Better product innovation .....	11.7%
More innovative research (beyond focus groups) .....	11.7%
Other .....	6.2%

## Facebook, everyone?



Seventy-six percent of you are "still testing" or "not at all" embracing social media. But brands like P&G's Pampers are already doing it with relative success.

In February 2007, the diaper brand launched babyjourneys.com, an unmoderated

blog exclusive to this market as a forum for parents. One of the first for P&G Canada, it was based on the insight that "new moms are sometimes isolated in the first couple of years" of parenthood, starting in the latter months of a pregnancy, says Lara Banks, external relations, P&G BabyCare.

With the Internet increasingly a way for people to gain information on issues of health care, the brand's Influencer Marketing team considered the blog "a good way to reach out to people who are searching for answers."

Banks says hundreds of thousands of Canadians have visited the site, which consists of seven Canadian moms and dads from Alberta and Ontario who represent five stages of a baby's development – pregnancy, new baby, baby, toddler and preschooler. They aren't paid, she says, but given a "welcome basket" at the start of a year-long contract.

The effort has proved successful, not only in driving hits and unique users to the site, but also in generating new registrants on Pampers.ca. **NW**

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# Marketer Survey

## Me and my agencies

### The creative work of my principal creative agency has been:

Above average .....	46.9%
Average .....	25.7%
Outstanding .....	17.9%
Below average .....	6.1%
Unimpressive .....	3.4%

### The account management of my principal creative agency has been:

Average .....	36.3%
Above average .....	34.1%
Outstanding .....	15.6%
Below average .....	8.4%
Unimpressive .....	5.6%

### I want more from my principal creative agency in this area:

More overall strategic insight .....	39.1%
More integration across marketing disciplines .....	29.1%
Better creative .....	22.9%
More senior-level involvement .....	8.9%

### In 2008, the involvement of my media agency will:

Increase .....	41.3%
Stay the same .....	58.7%

### My media agency's strategic input is:

As important as my principal creative agency .....	61.5%
More important than my principal creative agency .....	12.2%
Less important than my principal creative agency .....	26.3%

### Ad spend by medium\* % of total spend

Dailies .....	42.4%
TV .....	38.6%
Magazine .....	7.1%
Radio .....	6.2%
Out of Home .....	5.7%

\*Note: Nielsen does not include Internet in its measurement. All data sourced to The Nielsen Company. Data is national from Jan. - Sep. 2007 inclusive.

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# Marketer Survey

## The BIG one

**The biggest issue currently facing the marketing industry is:**

ROI pressure .....	29.1%
Media fragmentation .....	21.8%
Ad clutter .....	15.1%
Integration .....	11.7%
Consumer control .....	7.8%
Media advertising costs .....	6.1%
Other .....	3.4%
Corporate responsibility .....	2.8%
Accountability .....	1.7%
Privacy .....	0.5%

## Top ad spenders

(The over-60 million-aired)

1. Procter & Gamble
2. Rogers Communications
3. Government of Canada
4. BCE Corporation
5. Miscellaneous Real Estate Developers
6. General Motors
7. Ford Motor Company
8. Chrysler Dodge Jeep Dealers Association
9. Provincial Government Lotteries
10. Johnson & Johnson

All data sourced to The Nielsen Company. Data is national from Jan. – Sep. 2007 inclusive. All companies in the top 10 exceeded \$60 million in advertising expenditure. The top 10 companies accounted for 13.6% of the total expenditure, holding steady with 2006, which was at 13.5% for the same measurement period.

**CONGRATULATIONS TO RON BERTRAM,**  
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# The poll takers

- 179 marketers filled out our survey conducted from Dec. 21, 2007 to Feb. 8, 2008.
- Most held the title of VP or director of marketing (30.2%), followed by marketing manager (26.2%), then president (21.8%).
- On the salary front, most were making over \$201,000 (27.9%), followed by \$101,000 to \$150,000 (22.3%). Almost 22% made between \$71,000 and \$100,000. (None made under \$30,000).
- The respondents skewed male (56.4%) over female (43.6%).
- Age-wise, most were between 36 and 45 (41.4%), followed by 26 and 35 (27.9%), then 46 to 55 (22.3%).

## Category rank on total media

<b>1. Retail</b>	<b>13.2%</b>
<b>2. Automotive</b>	<b>11.6%</b>
<b>3. Entertainment</b>	<b>7.4%</b>
<b>4. Food</b>	<b>6.6%</b>
<b>5. Real estate</b>	<b>5.5%</b>
<b>6. Financial and insurance services</b>	<b>5.2%</b>
<b>7. Local automotive dealer advertising</b>	<b>5.1%</b>
<b>8. Travel and transportation</b>	<b>4.6%</b>
<b>9. Telecommunications</b>	<b>4.5%</b>
<b>10. Restaurants, catering services, nightclubs</b>	<b>4.1%</b>

All data sourced to The Nielsen Company. Data is national from Jan. – Sep. 2007 inclusive. All categories in the top 10 each exceeded \$250 million in advertising expenditure. The top 10 categories accounted for 67.8% of the total expenditure.



Congratulations,  
**Michele Slepekis**, on being  
 nominated for Marketer of the  
 Year – you have our vote!



Now that's something  
 to *glow* about!





◀ By Tony Chapman & Ken Wong ▶

## Renegade CMO: mapping domestic auto's U-turn

In this series, Queen's prof Ken Wong and Capital C CEO Tony Chapman tackle marketing challenges and offer up Renegade CMO solutions. This month they retool big American auto – specifically GM, which needs to shift gears to help overcome its economic woes.

### Tony's redesign plan:

As GM's Renegade CMO, I don't have to get involved with its biggest problem: health care and pension costs. My job is to focus on marketing, and my first move would be to take the money spent on all those winding-road TV commercials, give half back to my CFO and focus the rest on three

and tow their cars, pack a family vacation or have sex in the back seat.

Online, I'd invite consumers in with spectacular virals, the best search word optimization and interactive banners that enrich the experience.

On the site, I'd deliver a virtual experience that replicates the simulators at the dealership. My benchmark won't be other dealer sites, but *Sim City* or *Grand Theft Auto*. ROI will be registered users, new consumers they invite and how often they return to play, and take delivery of the car they have crafted.

Now that's a dream assignment.

### Ken's advice:

This problem has its roots in non-marketing decisions. How to overcome a \$1,400 cost disadvantage per car tied to health care and pension? But whether marketing is culpable or not, it's going to play a big role in any comeback.

I'm with Tony on the product design issues. While they've made strides with the new Cadillac CTS, Buick Enclave and Chevy Malibu, the rest of the line lacks heart and personality. It used to be that I could watch a car ad and know who they were targeting and what they were offering. There needs to be a storyline at the heart of these vehicles. Macs think like people. Dove is about natural beauty. Most cars? Maybe that's why the ads all look the same.

As a Renegade CMO, I talked to some buyers, in the form of graduating students. I described the new award-winning Malibu and I had them...until I told them it was a Malibu. If you can't overcome the historic lack of a brand story with a design this good, it says a lot about how little equity the brand name has – it may even be a detriment. So maybe it's time to rethink the brands. GM was once a great brand

practitioner. Pontiac was the white-collar version of the blue-collar Chevy; Buick and Oldsmobile had the same relationship. They knew what distinguished the dreams of one segment from another. Somehow that's been lost.

There was also a time when car buyers left the lot feeling they'd just made the best deal ever. Today we feel adversarial before we walk in the door, and I don't understand how I can know more than the sales rep does about the car and its competition after a couple of hours on the web.

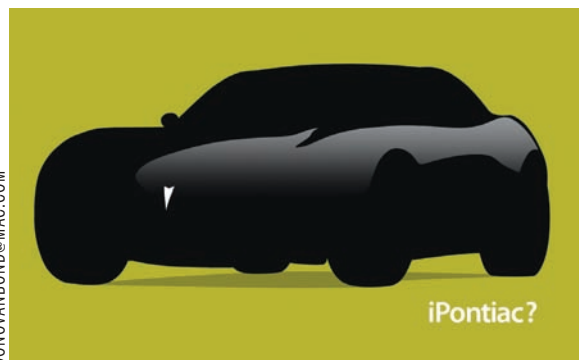
What's the incentive for using a dealer? Fear that we won't get good service? Fear that we'll get less on a trade-in if we switch brands? Does anyone believe that coercion is a strong foundation for a customer relationship? Take a page from Infiniti, Lexus or BMW – driving schools, invitations to concerts, special-edition CDs – it's not just a car but everything that surrounds the vehicle. Give me some incentive to be loyal.

Cars are objects of lust. If this were a date, North American car companies would be the dudes in open shirts with hairy chests and bling. Maybe they should try a little tenderness...stop selling cars and start selling memories in the making. (Of course, many automakers from elsewhere in the world are guilty of the same sins; they just had \$1,400 per car to cover them up.)

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**Ken Wong** is a career academic at Queen's School of Business who wedges consulting gigs between lecturing and speaking engagements. **Tony Chapman** is an entrepreneur/career brand guru and founder of Toronto-based indie agency Capital C.

ILLUSTRATION BY DONOVAN BOND  
DONOVANBOND@MAC.COM



GM could take a page from Apple's iconic brands

things: product design, the dealer network and the online experience.

I would hire a Steve Jobs type who gets how to romance the consumer through the power of design to create iconic brands. Imagine an iPontiac – the functionality, the simplicity, the colours and the sound. I would also jump on boomers' desire to stay young. Let's look back to when GM ruled the road and bring out replicas of the classic GTO, Corvette and Cadillac with modern engineering.

Every retailer in the world has evolved its experience, except the automotive industry. So I'd hire the best retailer in the world, and then blow up everything – look, purpose, merchandise, staff and experience.

Bring in Electronic Arts to create the best videogame simulators, so consumers at dealerships can customize their models and get pricing, insurance and finance quotes. Then they can virtually race, crash





◀ By John Bradley ▶

# The rise, fall and rise of the retailer

In a business obsessed with looking ahead, sometimes it pays to look back. Way back. In this mini-series, marketing vet John Bradley sheds light on how the industry got to where it is now, and how things are changing in ways you may not yet realize.

You'd think, given the bleating from brand managers in the packaged goods arena, that the rising power of retailers is an assault on the natural order. However, this is just arrogance and ignorance.

After the First World War, manufacturers were in a far worse position. The world's largest retailer at that time, the Great Atlantic and Pacific Tea Company (A&P), was building a retail empire of 16,000 stores without much reliance on manufacturer brands. Each store only stocked around 300 lines, and half of that consisted of private-label products. No manufacturer told A&P what to do.

A&P's power would be undone not by manufacturers, but by a Judas from the retail industry. In 1930, a middle manager in the Kroger retail business, Michael J. Cullen, came up with the idea that would not only crush A&P, but unwittingly lead to the supremacy of manufacturers.

Cullen's idea was to forget about private labels and stock only branded lines, and in a memo to his boss, he sold the idea hard: "Selling 300 (branded) items at cost and another 200 at 5% above cost – nobody ever did this before. Nobody ever flew the Atlantic, either, until Lindbergh did it. People would break down the doors to get in, it would be a riot. I would have to let the public in so many at a time..."

His boss was not the Lindbergh type – it seems the missive went straight into the round filing cabinet – so Cullen walked out of Kroger and set up the concept himself. And people did break down his doors.

What made Cullen's idea successful was that his supermarket had nothing but branded products at rock-bottom prices. This could be achieved because King Kullen, as he modestly named his chain, avoided A&P's vast upstream costs. For example, they not only sourced their private-label tinned salmon from their own canneries in Alaska, but had their own fishing fleet

roaming the Barents Sea. Another saving was that brands were advertised nationally, doing Cullen's selling for him.

The model was so successful that it was copied by all major grocery retailers, even A&P. But therein lay the problem: once all the retailers had emulated Cullen's format, they were competing only on price. The all-important role of building an emotional bond with the consumer had, by default,



PHOTO COURTESY OF KING KULLEN GROCERY CO., INC.

## Michael J. Cullen came up with the idea that would not only crush A&P, but **unwittingly lead to the supremacy of manufacturers**

been handed over to the manufacturers – their brands were the attraction, not the stores. Consequently, all the power and most of the profits transferred to the brand manufacturers. This effect was multiplied as the new chains engaged in an arms race over ever-bigger store sizes, meaning that the exploding brand portfolios never had to worry about finding space on the shelf.

This is the set-up in which most of today's brand marketers cut their teeth: manufacturers expecting universal listings for anything they launch, thinking they have a right to consumers' affections and keeping most of the profits.

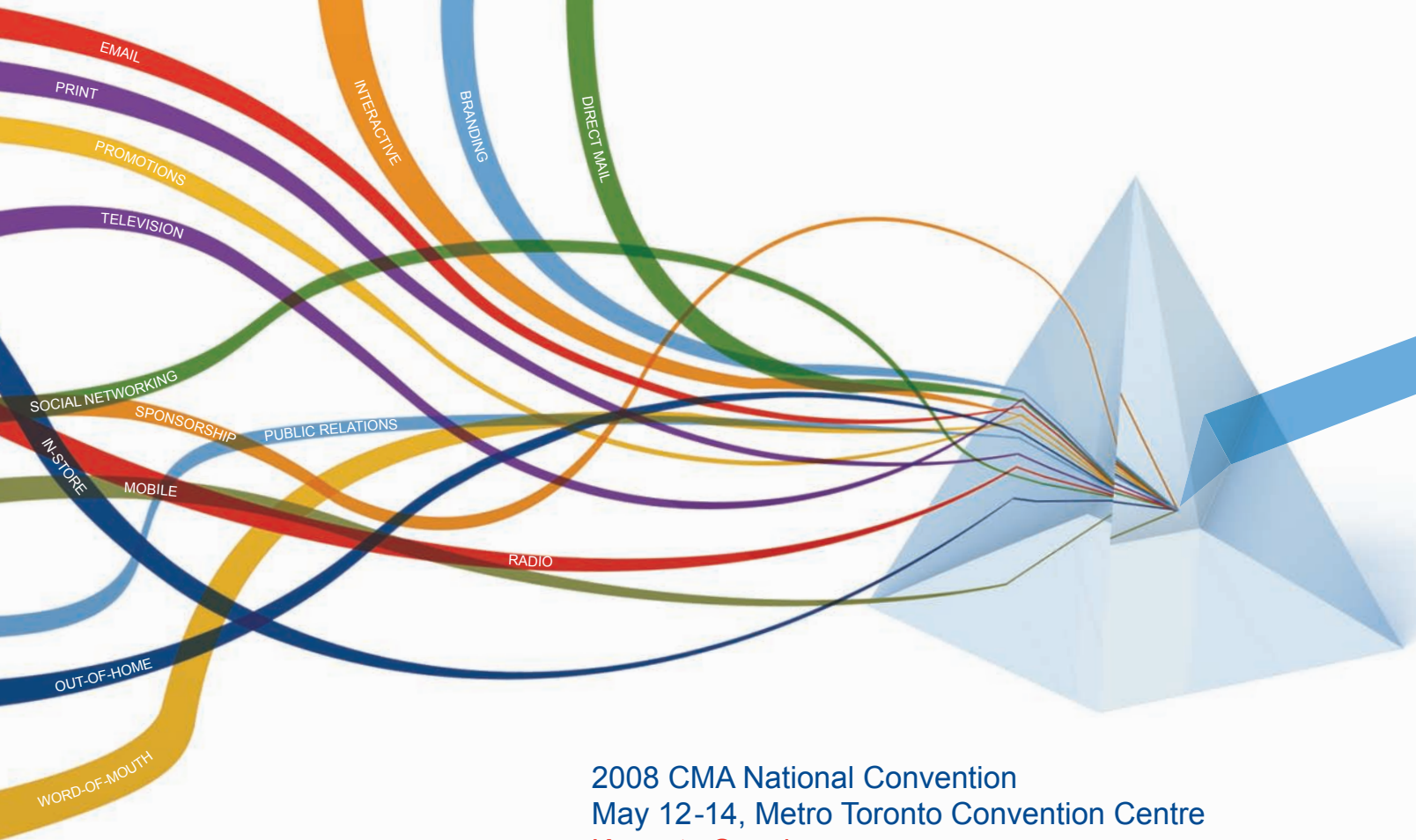
But nothing lasts forever. President's Choice led the way here in showing how retailers can build stronger brands than manufacturers. Strong sales – and profits – flow as emotional bonds are built on an umbrella brand that can span thousands of SKUs. Just as competitors copied King Kullen, retailer private labels have been cropping up everywhere. After only a few short years on the shelf, Wal-Mart's private-label sales are already greater than P&G's total global turnover.

Private labels, when done well, can achieve a retailer's three main goals: attract more shoppers, improve margins and build brand equity. Are your brands worth switching supermarkets for? If not, they'd better improve retailers' margins. If they can't, they might survive if you can prove they increase average basket size. In truth, manufacturer brands that can do all three are few and far between. It would be a foolhardy retailer who de-listed Tropicana or Häagen Dazs. But even then, power and profits are being shared more evenly than they once were.

Now that retailers are regaining their rightful place, if you can't demonstrate that your brand meets their goals, then you don't have brands – you have products with names. Thanks to Cullen, many products with names seemed like strong brands, a delusion that many brand managers still believe to be true.

*John Bradley is a career marketer turned consultant/author whose tome *Cadbury's Purple Reign* will be out mid-April. He responds to queries/comments/fan mail sent to [johnbradley@Yknotsolutions.com](mailto:johnbradley@Yknotsolutions.com).*





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**Sylvia Reynolds** Chief Marketing Officer, Wells Fargo & Company  
*Navigating Toward Marketing Mastery: Guideposts for a New Marketing Era*

**Avinash Kaushik** Author, Blogger, Analytics Evangelist  
*Web Analytics 2.0: Putting the Marketer back into Marketing. Finally!*

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# PREMIUMS & INCENTIVES:

## PERSONALIZED

## EXPERIENCES



**T**he premiums and incentives business has evolved considerably since the last Canadian study of the industry was released by The Promotional Products Association of Canada Inc. in 2003.

The report pegged promotional products to be a \$2.1 billion industry in 2002 with 89% of the business made up of the kinds of items we've all received at one time or another — logoed coffee mugs, pens, branded T-shirts, plaques or other business gifts. Over half the industry revenues (54%) were attributable to wearables/apparel, writing instruments and drinkware.

Well, times have changed.

Traditional premiums are now sharing the field with more experiential and personal items such as gift cards and digital downloads. T-shirts and desktop logoed reminders of a brand are perennially popular but for some promotions and incentives, marketers are finding that gift card and digital music download programs are not only more popular with recipients but some programs can also provide extra data that helps them refine their overall communications efforts.



## CARA OPERATIONS' BON APPÉTIT GIFT CARDS: A TASTY GIFT EVERYONE CAN ENJOY

Finding the perfect gifts for friends and loved ones is hard enough, but is there anything more daunting than finding the perfect gift for your employees, group, or business associates? Cara's answer is the Bon Appétit Gift Card that allows recipients to choose from one of five dining experiences, from casual to upscale.

Jennifer Gerynowicz, director of marketing for Cara Operations, says the days of the logoed mug are gone and companies were frustrated by the process of looking for replacement gifts – until they found the gift cards.

"They're looking to give something a little more thoughtful with a higher perceived value and the Bon Appétit card offers this. Consumers love the gift of choice and our card delivers the strongest breadth of choice in dining experiences which satisfies any associate with any craving."

Bon Appétit Gift Cards are available in denominations of \$10, \$25, \$50 and \$100 amounts or companies can choose the flex card option for denominations between \$25 and \$1,000. There is no tax payable on the purchase of gift cards, no user fees, and no expiry dates. Corporate orders are shipped within two business days. Gift recipients can use the gift cards at any one of over 700+ Cara locations across Canada – Harvey's, Swiss Chalet, Kelsey's, Montana's Cookhouse, or Milestone's.

Bon Appétit Cards can be purchased by phone at 1-866-636-2321, fax 1-866-261-5038, email [corporateorders@cara.com](mailto:corporateorders@cara.com), or online at [caragiftcards.com](http://caragiftcards.com).



Take home authentic New York Chocolate Swirl Cream Cheesecake

## M&M CORPORATE GIFT CARD PROGRAM: GIFTS WITH A PERSONAL TOUCH, PERSONAL CHOICE

Melissa Breakwell, corporate incentives specialist, M&M Meat Shops, says that more recent surveys conducted by various marketers have looked at the kinds of incentives businesses are using and a lot are choosing to go the gift card route because the

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# FIVE RESTAURANTS. ONE CARD.



**FINALLY A MOUTH-WATERING  
INCENTIVE YOUR TEAM  
WILL CRAVE.**



Bon Appétit cards make the perfect gift for any associate with any appetite. With the option of using it at five great restaurants, the choice is theirs. With denominations of \$10, \$25, \$50 and \$100, it's a perfect gift for saying thanks or rewarding a job well done.





Satisfy your sweet tooth with M&M gift cards

cards are valued by the recipients and allow for individual choice.

She says: "It was found that when you give an employee cash, for example, they weren't ever spending it on themselves. They would use it for something else, to pay bills or buy groceries. A gift card also serves as a nice reminder – I got this because I had 30 days without injury at work or I hit my sales goal

– when they pull it out of their wallet.

"We can also put the company's logo on our card, so you're not only seeing the M&M logo on the gift card, you're also seeing that specific company's logo as well."

It's not just employee incentive and business-to-business gift programs that are finding the M&M Corporate Gift Card to be a perfect fit; marketers are also using it for consumer rewards.

The largest promotion M&M has been involved in so far has been with Whirlpool, says Breakwell. Consumers buying Whirlpool appliances at retail stores were given a "rebate" that instead of a cash rebate was a Whirlpool-branded M&M Gift Card so they could stock their new freezer or try out their new oven. Unlike logoed pens, mugs or T-shirts, with the M&M Gift Card there are no minimum quantities, no shipping and handling fees, and turnaround time is fast, even with the co-branded cards. With these depleting balance cards, there is no expiry date and recipients can easily use them at one of M&M's 467 locations.

## EMI MUSIC CANADA: SOUND REWARDS

EMI Music Canada can help create the perfect music match to meet the needs of your company, its brands and customers. Premium recipients simply go online to your website or microsite, enter their assigned PIN number and then download their music selections from an extensive menu of music specially chosen to appeal to them.

Sean Hutchison, director of digital marketing, EMI Music Canada, says: "The beauty of doing it digitally is that we build a unique website for the company so someone going there can choose from an offering of 25, 50, 100 or 1,000 different songs. They may only get six or seven free downloads, whatever the company chooses to do, but they actually get what they want. It's like shopping. It's really more of a customized incentive as opposed to forcing everyone [to get] the same thing."

As well as the benefits of customization, Hutchison says going digital, rather than giving an item, is faster, much less expensive, and allows marketers to gain insight into customer preferences.

EMI Music, a leader in the worldwide music industry, can offer a wide range of successful artists from both today and years gone by as part of your national advertising campaign, contest or promotion. To find out more, visit [emimusic.ca](http://emimusic.ca), the digital download site [soundrewards.ca](http://soundrewards.ca), or contact Sean.Hutchison@emimusic.ca at 905-354-3208 or 1-800-263-0839.

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# MARKETING IS A PIECE OF CAKE. LITERALLY.

Let them eat cake. Or, whatever their heart desires.

M&M Meat Shops has hundreds of meal ideas in one aisle, including 14 different varieties of cake. Thank employees for a job well done or attract new clients by adding M&M Gift Cards to your marketing program so everyone can have their cake and eat it too.

To place your order or learn about our competitive volume discounts, visit [www.mmmeatshops.com](http://www.mmmeatshops.com) or call us at 1-866-701-6282.



Hundreds of meal ideas. One gift card.

Redeemable at over 465 locations across Canada.







Bon Appétit gift card provides the choice of five great restaurants on one card

## CARA OPERATIONS' BON APPÉTIT GIFT CARDS: FIVE RESTAURANTS, ONE CARD

Cara operates some of Canada's best-loved restaurants such as the iconic Harvey's and Swiss Chalet chains as well as Kelsey's, Montana's Cookhouse, and the upscale Milestone's. Consumers have long embraced Cara gift cards for the choice they offer recipients and, in the last three years, businesses have discovered the benefits of Cara's Bon Appétit Gift Cards.

Jennifer Gerynowicz, director of marketing for Cara Operations, says the business-to-business side of its gift card business is growing at a healthy rate based on the fact that corporations are looking to give something that has a higher perceived value. Because it's an experience, it feels like the value is a little more premium.

"Our strongest competitive advantage is the strength of those five different experiences. As companies go through their different options, they realize that the days of giving away the standard stuff that people put in their closets and don't take out again are gone," says Gerynowicz. "Consumers are moving more towards experiences and things they don't buy themselves, things they value. Companies recognize the strength of having five different experiences on one card – and it minimizes the number of complaints they get from their employees."

She says a major benefit of this type of gift card program is that the recipient chooses the experiences and that with a range of choice, from the younger-skewed Harvey's to the more upscale Milestone's, the Bon Appétit Gift Card appeals to every life stage and age group.

There are no minimum order requirements but companies purchasing Cara Bon Appétit Gift Cards in bulk do receive discounts. The gift cards have no expiry date and can be used at any of Cara's five restaurant brands, a total of over 700 locations across Canada and growing.

## EMI MUSIC CANADA: DIGITAL PROGRAM CREATES PERSONALIZED MUSIC MATCHES

Music compilations on CD have been popular with marketers for the past several years but now EMI Music has taken that one next step further and expanded its offering to include digital downloads of music premiums. Sean Hutchison, director of digital marketing, EMI Music Canada, says with digital downloads there is very low cost for the company giving out the incentive, but a very high perceived value to the recipient.

"There is no big upfront fixed cost. The remuneration back to EMI happens when someone actually goes in and downloads, when the incentive is realized. So it's really tied to performance."

Marketers create collateral, card or coupon saying it's good for a certain number of downloads from a website created by EMI, and then give it to the customers they're trying to incent with an assigned PIN number.

A website EMI recently created for the Toyota Matrix featured a picture of the car with a radio that, when clicked on, pops up to be a virtual music store listing the songs available for download.

EMI selects the music that most appeals to the target demo but also, because of the technology, is able to change it quickly should it find that certain types of content have been downloaded more than others. Hutchison says: "We actually did a program recently targeting men and then realized the program also connected with young girls, the typical

## M&M CORPORATE GIFT CARD PROGRAM: HUNDREDS OF MEAL IDEAS. ONE GIFT CARD.

M&M understands the benefits of motivating employees, building morale and driving performance; that's why the company created its pocket-sized trophy – the M&M Gift Card. Whether a company is looking for an employee reward or to thank, motivate or congratulate – not to mention give the perfect holiday gift – M&M Gift Cards are guaranteed to please clients and employees.

M&M Gift Cards come in denominations of \$10, \$25, and \$50, plus loadable cards are available from \$5 to \$250. They have no expiry date, so clients or employees have lots of time to choose from the hundreds of meal ideas at one of M&M's 467 locations across the country.

M&M also offers a customized Corporate Gift Card Program with a competitive volume discount structure. In addition, for a small fee, companies can customize Gift Cards with their logo and the M&M logo for an even more memorable gift.

Gift Cards can be purchased at any M&M Retail store while Corporate Gift Cards can be purchased online at [mmmeatshops.com](http://mmmeatshops.com), by fax at 1-877-663-0550 or toll-free call to 1-866-701-6282.



audience for Mandy Moore. It helped the marketer redefine its overall messages and gain some insight into what its customers were actually interested in."

EMI Music's catalogue of over 200,000 songs is available in unrestricted MP3 format. They were the first major label to move their catalogue to MP3 format making it usable on any device.

According to the Promotional Products Association of Canada Inc., premiums and incentives today are not just products but rather are part of the overall communications mix, with the top eight uses of promotional products being to:

1. Promote goodwill/image
2. Reinforce marketing of existing products, services and facilities
3. Recognize employee performance
4. Generate sales leads
5. Promote trade show traffic
6. Introduce new products, services and facilities
7. Stimulate employee sales performance
8. Stimulate employee productivity

The association suggests that, as with all other marketing communications vehicles, the use of promotional products is most effective when the items are chosen to appeal to specific target audiences to elicit positive response and eliminate waste.



Teva Shoes used EMI Music downloads to drive site traffic and to promote live events across the country

HMV and EMI Music used bonus Norah Jones audio content to drive in-store traffic and sales

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The Beatles to The Rolling Stones  
Coldplay to Nickelback  
KT Tunstall to Norah Jones  
Anne Murray to Serena Ryder

EMI offers marketers end to end music solutions for advertising, premiums, digital download promotions and live events



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905.364.3214



# THE B.E. UPFRONTS

## WHAT IF BRANDS PITCHED IN TO FILL THE PRIME-TIME VOID?

With networks cancelling pilots during the writers' strike, and so little time to catch up now they're back, there's going to be slim pickings on the new drama front at the L.A. screenings. Given brands' predilection for being more entertaining lately (PQ Media projects that branded entertainment will grow by 14% this year), we thought, why not seize the opportunity to put them in a starring role? Maybe it's time for prime-time series developed by CPG cos to help brighten up the reality wasteland. The Branded Entertainment Upfronts, if you will. Our collaborators pitched the following premises...



### One more reason Macs trump PCs

A twentysomething, introverted, optimistic and imaginative digital illustrator/artist suffers a major loss when his PC dies. Fed up, he buys that MacBook Pro he's been eyeing. Finally, he's got his dream toy, little realizing that his life and the lives of others will forever change. The day he brings home his beloved new Mac, he sees a news story about a horrible train wreck with a death toll in the hundreds. Saddened, he begins to digitally draw the train wreck, but one in which all the passengers are unharmed. The following day, he hears on the news that there were indeed no victims from the wreck, and the image of the site is exactly what he had drawn the night before. Through a series of similar events, he begins to realize that through the power of his Mac he has the ability to change the future. A reluctant hero, we see him struggle with the burden and blessing of this gift and the consequences of his actions in altering the future...oh, and of course all the great features of the Mac as well!

**Min Ryuck, interactive communications manager, Dentsu Canada**



### Beautiful Gladiators

In a bid to capture both male and female viewers, network execs demand a brand-friendly *Cashmere Mafia*-meets-*Stargate SG-1* option. The winner is *Beautiful Gladiators*, a futuristic drama. The year is 2078, and the U.S. and Canada have become "The United States & Provinces" (USP for short). Umpteen mergers have created a supercompany known as "Proctor & Unilever & Gamble & Frigidaire & Autozone & Campbells & eBay" (PUGFACE) which is the centrepiece of *Beautiful Gladiators*. Naturally, PUGFACE has the financial resources to attract the best, brightest and most beautiful people to work in its sexy downtown HQ at BCE Rogers Telus Place. In the 2050s, it became all the rage to name children after your favourite brand. As such, our characters include Febreze, a doe-eyed blonde who smells wonderful, Brawny, a strapping young man who fancies plaid shirts, and Dove, the curvaceous girl next door with lovely skin. It's a highly competitive work environment where dandruff is not tolerated and issues are played out ad nauseam at lunch in the food court. (Interestingly, scientists cured inflation back in the 2030s, so Wendy's still has Value Menu items priced under \$2.) Business is cutthroat. And when interpersonal problems can't be resolved between these sexy singles, there is only one solution: *mano y mano* gladiator fighting in the nearby Air WestJet Canada Centre (brought to you by Johnson & Johnson's baby oil). Winners get promotions and a rung or two up the corporate ladder; losers get transferred to PUGFACE's private label division, from where they must claw their way back to the front office.

**Jeff Spriet, founder, Chokolat**



### Big Cold Beer Presents: Hockey Night in Cancun

To bolster slumping beer sales and get TV ratings for hockey off life support in America, the Stanley Cup Finals are presented in Cancun, Mexico. A liquid nitrogen ice rink on the beach is home to the action. Big Cold Beer's theme for the two-week spectacle is "Everything about hockey is hot, except the beer." Players wear nothing but skates, jock straps and suntan oil, allowing them to cope with the extreme temperatures while attracting the affluent American Cougar market. To give Big Cold Beer optimum exposure and make the game more interesting, players are only allowed to hydrate themselves with beer. Drunk, buff men stumbling around on ice extend TV appeal to that hard-to-find and increasingly desensitized teen demographic. And finally, *HNIC* stalwarts MacLean and Cherry are replaced by Paris Hilton and Nick Lachey – because Don and Ron just aren't hot enough.

**Craig Redmond, former VP/CD, Grey Vancouver**



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IN THE  
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- **Scotiabank's Jim Tobin** will shed light on the out-of-the-box thinking that led to the wildly popular **Scotiabank Nuit Blanche**.
- **Molson Canada** and its agency partners will reveal how **Coors Light** teamed up with **Facebook** to tap into their key consumer base. Followed by a discussion on social media led by **Keith McArthur** of **com.motion** and **Veritas Communications**.
- Fashion and Beauty go hand-in-hand at **L'Oréal Fashion Week**. **Dominique De Celles** and **Anik Gagnon** will discuss how L'Oréal Paris has supported a closely related industry and leveraged multiple yet complementary sponsorships into a fully integrated consumer program.
- **John Furlong**, CEO of **VANOC**, will provide the ultimate insider's preview of the **Vancouver 2010 Winter Games**.
- **Derrick Ross** from **S.L. Feldman & Associates** will sound out the opportunities inherent in **Music Sponsorship**.



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